TOWNSHIP OF SOUTH FRONTENAC
COUNCIL MEETING
AGENDA

Audio Broadcast to the Township's Facebook Page
https://www.facebook.com/SouthFrontenacTwp

TIME: 7:00 PM,
DATE: Tuesday, June 15, 2021
PLACE: Electronic Participation/Council Chambers.

1.	*Call to Order and Roll Call*	
a)	Resolution	
2.	*Declaration of pecuniary interest and the general nature thereof*	
3.	*Approval of Agenda*	
a)	Resolution	
4.	*Scheduled Closed Session - not applicable*	
5.	*Delegations*	
a)	Allan and Partners - Audit Findings Report for the Year Ended December 31, 2020	4 - 62
6.	*Public Meeting*	
a)	Resolution - Open Public Meeting and Statement	63
b)	Z-21-05 - Zoning By-law Amendment - 5056 Battersea Road (Storrington)	64 - 83
c)	Z-21-07 - Zoning By-law Amendment - 1127 Cliffside Drive (Loughborough)	84 - 99
d)	Resolution - Close Public Meeting	
7.	*Approval of Minutes - none*	
8.	*Business Arising from the Minutes*	
9.	*Reports Requiring Action*	
a)	Official Plan Road Map & Engagement	100 - 159
b)	Request for Conservation Authority Review of Ministerial Zoning Order Applications	160 - 164
c)	Resurfacing of Verona/McMullen Netsport Courts	165 - 166

d)	Support for application to the Canadian Health Communities Initiative funding for Multi Use Facility roof construction	167 - 170
e)	Tender # PS-2021-23- Stafford Lane Culvert Rehabilitation	171 - 173
f)	Fire Hall Supplemental Report	174 - 179
g)	Community Safety and Wellbeing Plan	180 - 256
h)	CAO Performance Evaluation Committee	257 - 258
i)	2020 Project Closures	259 - 268
j)	Zoning By-law Amendment Z-21-03 - 4826 North Shore Road - Kapler/Luce-Kapler (See By-law 2021-33)	269 - 270
k)	Heritage Designation: 3981 Harrowsmith Road - The Stewart House (See By-law 2021-34 also)	271 - 280
l)	Communal Services - Approval to Conduct Business Case	281 - 308
10.	*Committee Meeting Minutes*	
a)	Lakes and Trails Committee Meeting held June 7, 2021 (2021 Lakes and Trails Festival endorsed by South Frontenac Rides)	309 - 310
11.	*By-laws*	
a)	First and Second Readings of By-laws	
b)	By-law 2021-33 - Rezone Concession 6, Part Lot 21, Loughborough (Kapler and Luce-Kapler) - Third Reading	311 - 312
c)	By-law 2021-34 - Designate Stewart House to be of Cultural Heritage Value and Interest - Third Reading	313 - 322
12.	*Reports for Information*	
a)	Accounts Payable and Payroll Listing	323 - 337
b)	27th Annual Battersea Bumpkin Festival	338 - 339
c)	2021 New Funding	340 - 341
13.	*Information Items*	
a)	Thank you from the "Save the Bellrock Mill Committee"	342
b)	County of Frontenac - Destination Steering Committee Invitation	343

14. *Notice of Motions*

15. *Announcements/Statements by Councillors*

16. *Question of Clarity (from the public on outcome of agenda items)*

17. *Closed Session (if requested)*

18. *Confirmatory By-law*

a) By-law 2021-35 344

19. *Adjournment*

a) Resolution

Natural, Vibrant and Growing - A Progressive Rural Leader

Township of South Frontenac
Consolidated Statement of Operations

Draft

For the year ended December 31	(Note 20) Budget	2020	2019
	$	$	$
REVENUES			
Property taxation	20,469,669	**20,500,924**	19,927,618
User charges	1,174,094	**1,124,018**	1,198,567
Licences, permits and rents	1,012,469	**924,576**	1,074,600
Government grants	2,596,321	**3,074,260**	2,826,497
Grants from other municipalities	543,919	**474,154**	482,760
Investment income	341,500	**300,261**	485,110
Penalties and interest on taxes	370,000	**183,463**	322,581
Donations	6,000	**52,589**	69,498
Other	49,491	**171,329**	97,250
TOTAL REVENUES	26,538,463	**26,805,574**	26,484,481
EXPENSES			
General government	2,360,336	**2,094,029**	2,005,867
Fire	1,971,573	**1,742,593**	1,663,822
Police	3,063,522	**3,076,896**	3,110,095
Conservation authority	240,875	**226,110**	232,053
Protective inspections and control	700,079	**640,223**	558,858
Emergency measures	1,559	**442**	864
Roadways and winter control	11,842,948	**10,967,103**	11,391,762
Street lighting	47,257	**47,244**	37,554
Waterworks	452,219	**418,525**	406,784
Garbage collection and disposal	2,947,437	**2,640,029**	2,948,719
Landfill closure and post-closure costs	---	**587,991**	(71,996)
Cemeteries	70,437	**76,397**	74,304
Parks, recreation and cultural services	1,114,417	**1,112,312**	1,311,535
Planning and development	760,141	**533,373**	396,326
TOTAL EXPENSES	25,572,800	**24,163,267**	24,066,547
NET REVENUES FROM OPERATIONS	965,663	**2,642,307**	2,417,934
OTHER			
Grants and transfers related to capital Deferred revenues earned (note 8)	2,286,835	**1,581,972**	1,008,576
ANNUAL SURPLUS	3,252,498	**4,224,279**	3,426,510
MUNICIPAL EQUITY, BEGINNING OF YEAR	108,863,217	**108,863,217**	105,436,707
MUNICIPAL EQUITY, END OF YEAR	112,115,715	**113,087,496**	108,863,217

The accompanying notes are an integral part of these consolidated financial statements.

Township of South Frontenac
Consolidated Statement of Changes in Net Financial Assets

For the year ended December 31	(Note 20) Budget	2020	2019
	$	$	$
ANNUAL SURPLUS	3,252,498	**4,224,279**	3,426,510
Amortization of tangible capital assets	7,090,831	**6,268,305**	6,453,470
Acquisition of tangible capital assets	(12,727,889)	**(9,461,811)**	(6,654,510)
Disposal of tangible capital assets	---	**5,786**	72,536
Reduction of prepaid expenses	---	**9,346**	5,017
Reduction (acquisition) of supplies inventories	---	**29,407**	(25,470)
Change in accumulated remeasurement gains	---	**233,248**	196,603
	(5,637,058)	**(2,915,719)**	47,646
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(2,384,560)	**1,308,560**	3,474,156
NET FINANCIAL ASSETS, BEGINNING OF YEAR	16,928,431	**16,928,431**	13,454,275
NET FINANCIAL ASSETS, END OF YEAR	14,543,871	**18,236,991**	16,928,431

Draft

Consolidated Statement of Remeasurement Gains and Losses

For the year ended December 31	2020	2019
	$	$
Accumulated Remeasurement Gains Beginning of Year	**285,111**	88,508
Unrealized gains attributable to investments	**233,248**	196,603
Change in accumulated remeasurement gains	**518,359**	285,111
Accumulated Remeasurement Gains End of Year	**518,359**	285,111
Accumulated Remeasurement Gains Comprised of:		
Investments	**518,359**	285,111

The accompanying notes are an integral part of these consolidated financial statements.

Township of South Frontenac
Consolidated Statement of Financial Position

Draft

December 31	2020	2019
	$	$
ASSETS		
Financial Assets		
Cash and short term deposits	**11,703,624**	19,085,553
Taxes receivable (net of allowance $95,928)	**1,469,110**	1,279,834
Accounts receivable	**991,994**	857,029
Long term investments (note 5)	**14,951,392**	5,575,505
Sydenham Water Works debenture receivable (note 17)	**227,841**	249,724
Long term receivables (note 6)	**6,550**	11,465
	29,350,511	27,059,110
LIABILITIES		
Financial Liabilities		
Accounts payable and accrued liabilities	**2,639,699**	2,410,302
Other current liabilities	**489,793**	168,325
Employee future benefit obligations (note 9)	**213,000**	188,500
Deferred revenues (note 8)	**4,369,016**	4,527,648
Sydenham Water Works debenture payable (note 17)	**227,841**	249,724
Accrued landfill closure and post closure (note 11)	**3,174,171**	2,586,180
	11,113,520	10,130,679
NET FINANCIAL ASSETS	**18,236,991**	16,928,431
NON-FINANCIAL ASSETS		
Tangible capital assets (note 18)	**95,144,519**	91,956,799
Inventories	**166,600**	196,007
Prepaid expenses	**57,745**	67,091
	95,368,864	92,219,897
Contingent Liabilities (note 13)		
MUNICIPAL EQUITY (note 12)	**113,605,855**	109,148,328
Municipal Equity Consists of: (note 12)		
Accumulated Surplus	**113,087,496**	108,863,217
Accumulated Remeasurement Gain	**518,359**	285,111
	113,605,855	109,148,328

The accompanying notes are an integral part of these consolidated financial statements.

Township of South Frontenac
Five Year Financial Review
(not subject to audit)

Draft

December 31	2020	2019	2018	2017	2016
Population (Statistics Canada)	**18,646**	18,646	18,646	18,646	18,646
Number of Households (MPAC)	**10,557**	10,489	10,425	10,336	10,336
Taxable Assessment (000's)	**$**	$	$	$	$
Residential and farm	**3,428,589**	3,325,230	3,229,448	3,141,748	3,130,056
Commercial and industrial	**35,940**	34,207	31,820	31,182	30,995
Total	**3,464,529**	3,359,437	3,261,268	3,172,930	3,161,051
Commercial, industrial as % of assessment	**1.04%**	1.02%	0.98%	0.98%	0.98%
Rates of Taxation					
▸ for general municipal purposes	**0.601812**	0.602546	0.599794	0.597198	0.531548
▸ for county purposes	**0.186451**	0.182728	0.178446	0.175201	0.166857
▸ for school board purposes	**0.153000**	0.161000	0.170000	0.179000	0.188000
Total	**0.941263**	0.946274	0.948240	0.951399	0.886405
Multi-Residential (total)	**0.941263**	0.946274	0.948240	0.951399	0.886405
Commercial (total)	**2.038263**	2.075274	2.118240	2.162399	2.098405
Industrial (total)	**2.038263**	2.075274	2.118240	2.162399	2.198405
Tax Arrears ▸ percentage of current levy **(‹10%)****	**4.53%**	4.05%	5.63%	7.55%	6.71%
Taxes Transferred (000's)					
▸ County	**6,346**	6,037	5,736	5,489	5,216
▸ School Boards	**5,567**	5,670	5,807	5,942	6,223
Revenues (000's)	**$**	$	$	$	$
▸ Property taxation	**20,501**	19,928	19,299	18,733	17,933
▸ Government grants	**3,548**	3,309	2,683	2,687	2,473
▸ User charges	**1,124**	1,199	1,231	1,228	1,115
▸ Other	**1,632**	2,049	1,983	1,740	1,747
▸ Revenues related to capital assets	**1,582**	1,009	1,571	916	1,405
Total	**28,387**	27,494	26,767	25,304	24,673
Expenses (000's)					
▸ Operations	**24,163**	24,067	23,360	22,465	21,397
▸ Amortization	**6,268**	6,453	5,924	5,911	5,868
Net Financial Assets (Net Debt)					
▸ % of Operating Revenue **(>(20%))** **	**68.03%**	63.92%	53.19%	60.02%	48.62%
▸ % of Taxation and User Charges **(>(50%))** **	**84.33%**	80.13%	65.53%	73.34%	56.72%

**** Represents the Provincial Low Risk Indicator.**
(Note: All dollar amounts are in thousands of dollars.)

Township of South Frontenac
Five Year Financial Review
(not subject to audit)

Draft

December 31	2020	2019	2018	2017	2016
	$	$	$	$	$
Long Term Debt					
▸ Long term debt (000's)	**228**	250	270	290	308
▸ Long term debt charges (000's)	**36**	36	36	36	36
▸ Total annual repayment limit (000's)	**5,569**	5,394	5,163	4,873	4,744
▸ Long term debt per household	**21**	24	26	28	30
▸ Debt charges (000's)					
▸ user charges	**36**	36	36	36	36
Municipal Equity (000's)					
▸ Surplus and Reserves	**18,461**	17,191	14,109	15,314	12,000
▸ Invested in capital assets	**95,145**	91,957	91,828	86,706	87,189
▸ Asset consumption ratio	**57.04%**	56.67%	55.45%	55.50%	54.00%
▸ Reserves as % of operating expenses **(> 20%)** **	**90.99%**	83.74%	71.41%	74.11%	62.08%
Financial Indicators					
▸ Sustainability					
▸ financial assets to liabilities	**2.64**	2.67	2.45	2.67	2.33
▸ financial assets to liabilities excluding long term debt	**2.70**	2.74	2.53	2.76	2.41
▸ long term debt to tangible capital assets	**0.24%**	0.27%	0.29%	0.33%	0.35%
▸ capital reserves to accumulated amortization	**12.00%**	10.63%	9.80%	9.75%	9.35%
▸ Flexibility					
▸ Debt charges to total operating revenue **(<5%)****	**0.13%**	0.14%	0.14%	0.14%	0.15%
▸ Total operating revenue to taxable assessment	**0.77%**	0.79%	0.78%	0.77%	0.74%
▸ Working capital to operating expenses **(>10%)** **	**76.42%**	71.38%	58.75%	66.45%	54.32%
▸ Vulnerability					
▸ Operating government transfers					
▸ to operating revenue	**11.47%**	10.67%	8.65%	8.61%	7.78%
▸ Total government transfers					
▸ to total revenues	**13.60%**	12.06%	8.14%	9.59%	7.99%

Allan and Partners LLP
22 Wilson Street West | Perth, Ontario | K7H 2M9
Phone: 613-267-6580 | Fax: 613-267-7563
info@allanandpartners.com
www.allanandpartners.com

June 10, 2021

Mayor Ron Vandewal and Members of Council of the
Township of South Frontenac
PO Box 100 – 4432 George Street
Sydenham, ON K0H 1T0

Dear Mayor Vandewal and Members of Council:

Re: Audit Findings Report for the Year Ended December 31, 2020

We are pleased to submit this Report on the results of our audit of the consolidated financial statements of the Township of South Frontenac and its related entities ("the Municipality") for the year ended December 31, 2020. This Report summarizes the scope of our audit, our findings to date and reviews certain other matters that we believe to be of interest to you.

As agreed in our engagement letter dated December 11, 2017, we have performed audits of the following, in accordance with Canadian generally accepted auditing standards ("GAAS"):

- consolidated financial statements of the Municipality for the year ended December 31, 2020;
- financial statements of the Trust Funds for the year ended December 31, 2020;

Our audits were conducted in accordance with the audit planning letter provided to the Mayor and Members of Council dated October 5, 2020.

This Report is intended solely for the information and use of the Mayor and Members of Council, management and others within the Municipality and is not intended to be, and should not be, used by anyone other than these specified parties. Accordingly, we disclaim any responsibility to any other party who may rely on it.

We would like to express our appreciation for the cooperation we received from management and the employees of the Municipality with whom we worked to discharge our responsibilities.

We look forward to discussing this Report summarizing the outcome of our audits with you and answering any questions you may have.

Yours truly,

Allan and Partners LLP
Chartered Professional Accountants
Licensed Public Accountants

Table of Contents

Our Client Service Commitment to the Township of South Frontenac 3
Audit Status 3
Auditor's Responsibilities 3
Independence 4
Materiality 4
Audit Risks and Results ..... 4 - 6
Comments on Accounting Practices ..... 6 - 7
- Accounting Policies 6
- Significant Accounting Estimates ..... 6 - 7
- Significant Financial Statement Disclosures 7

Uncorrected Misstatements 7
Internal Control 7
Written Representations 7
Other Reportable Matters 8
Communication Requirements 9

Appendices
- Independence Letter
- Management Letter
- Management Representation Letter

Our Client Service Commitment to the Township of South Frontenac

Allan and Partners LLP was established in 1979 and has continually provided a high level of service to our clients. Our practice is a service oriented accounting firm with a highly trained professional staff and clerical support team. Our client base is varied, ranging from municipalities, not-for-profit organizations, health units, proprietorships, partnerships, corporations, and charitable organizations, as well as individuals.

For over 30 years, the practice has been built on traditions of integrity, commitment and knowledge.

Professional services offered by the firm are diverse, ranging from standard audit and accounting services, strategic consulting, mergers and acquisitions, personal tax and financial planning.

Our vision is to be the best professional services firm for our clients and the communities in which we work. We accomplish this vision through:

- commitment to communication between the client and audit personnel
- commitment to professional development for all personnel
- multiple levels of review of the work completed by audit personnel assigned to the engagement
- objectivity
- fair and transparent fees
- development of the audit process which includes:
  - planning and identifying risk
  - developing audit strategy based on risk assessment
  - implementing the audit strategy

Audit Status

We have completed the audit of the consolidated financial statements, with the exception of the following items:

1. Receipt of signed management representation letter;
2. Receipt of letter(s) from your external legal counsel regarding any litigation or claims;
3. Completing our discussions with the Mayor and Members of Council; and
4. Obtaining evidence of Council's approval of the consolidated financial statements.

We will be in a position to render our audit opinion on the consolidated financial statements of the Municipality following approval of the consolidated financial statements by Council and the completion of the above mentioned outstanding items.

Auditor's Responsibilities

In accordance with Canadian generally accepted auditing standards, our audit is designed to enable us to express an opinion on the fairness of the presentation of the Municipality's annual consolidated financial statements prepared in accordance with Canadian public sector accounting standards ("PSAS").

No restrictions have been placed on the scope of our audit. In performing the audit, we were given full and complete access to the accounting records, supporting documentation and other information requested.

We intend to issue an unqualified auditor's report on the consolidated financial statements of the Municipality for the year ended December 31, 2020 once the outstanding items referred to above are completed satisfactorily and the consolidated financial statements are approved by Council.

Independence

We communicate, at least annually, the following to Council or those charged with governance:

- all relationships between Allan and Partners LLP and our associated entities and the Municipality and its affiliates or persons in financial reporting oversight roles at the Municipality that may reasonably be thought to bear on our independence;
- the potential effects of those relationships on independence; and
- affirm, in writing, that we are independent in compliance with the Rules of Professional Conduct of the Chartered Professional Accountants of Ontario.

We confirm our independence to Council for the year ended December 31, 2020 in the Appendix.

Materiality

At the conclusion of the audit, we formulate our opinion on the consolidated financial statements of the Municipality as to their fair presentation, in all material respects, in accordance with Canadian public sector accounting standards.

Our estimation of materiality involves professional judgment and necessarily takes into account qualitative as well as quantitative considerations.

As stated in our audit planning letter, we performed our audit to a materiality level of $200,000. This is approximately 0.5% of budgeted revenues which is consistent with prior years.

Audit Risks and Results

Our audit planning letter identified certain significant risks and other areas of focus. There have been no changes to these risks and other areas of focus nor have any additional risks or areas of focus been identified since our previous communication. The results of our audit work on these risks and other areas of focus are set out below:

Significant Risks	Our Audit Response	Our Conclusion
Revenue recognition and completeness	*Performed analytical procedures* *Recalculated tax revenue using approved tax rates (provided in municipal by-laws) and assessments (produced by MPAC)* *Compared grants received to grants earned with reference to the related expenses to ascertain that appropriate amount of revenue recognized* *Tested other revenues, as/where applicable* *Reviewed cut-off procedures*	*Revenue included in the consolidated financial statements is properly recorded for the year ended December 31, 2020.*
Management override of controls	*Inquired of management* *Reviewed/tested journal entries* *Reviewed related-party transactions and management estimates*	*Results were satisfactory.*

Other Areas of Focus	Our Audit Response	Our Conclusion
Tangible capital assets	*Tested additions and disposals* *Reviewed amortization policy and calculations* *Reviewed construction in progress to ensure amounts were properly transferred to correct capital asset classes and amortization expense commenced on a timely basis* *Discussed any impairment with management*	*Tangible capital assets recorded are properly reported as at December 31, 2020.*
Employee future benefits liability	*Obtained actuarial valuation/report and reviewed assumptions used by actuary* *Communicated with actuary regarding auditor reliance on actuarial valuation/report* *Reviewed note disclosure*	*Employee future benefits are reasonable as at December 31, 2020 and are properly disclosed in the consolidated financial statements.*
Accounts payable, accrued liabilities, expenses	*Performed analytical procedures* *Performed tests of controls* *Selected a sample of expenses and vouched to supporting documentation* *Performed a search for unrecorded liabilities at year-end* *Examined significant accrued liabilities and tested supporting assumptions* *Reviewed the outcome of prior year estimates and accruals*	*Accounts payable, accrued liabilities and expenses are properly accounted for and reported in the consolidated financial statements as at and for the year ended December 31, 2020.*
Landfill liability	*Obtained report and reviewed assumptions used by Municipality to determine the landfill liability* *Reviewed note disclosure*	*Landfill liability is reasonable as at December 31, 2020 and is properly disclosed in the consolidated financial statements.*
Contaminated sites liability	*Reviewed completeness of management's analysis of potentially contaminated sites*	*Contaminated sites liability is reasonable as at December 31, 2020.*
Accounts/taxes receivable	*Performed analytical procedures* *Performed tests of controls* *Confirmed a sample of receivable balances* *Reviewed aging reports* *Examined payments received subsequent to year-end*	*Accounts/taxes receivable are properly accounted for and reported in the consolidated financial statements as at December 31, 2020.*
Contingencies	*Sent legal inquiry letter(s) to Municipality's solicitor(s)* *Reviewed Council and Committee meeting minutes*	*Disclosures of contingencies are complete and accurate for the year ended December 31, 2020.*

Other Areas of Focus	Our Audit Response	Our Conclusion
Estimates	*Tested supporting assumptions for estimates* *Reviewed outcome of prior year estimates and accruals*	*Management estimates were determined to be reasonable and properly supported for the year ended December 31, 2020.*
Payroll	*Performed analytical procedures* *Performed tests of controls* *Reconciled salaries/wages general ledger accounts to T4 Summary (variance was immaterial)*	*Payroll expense is properly determined for the year ended December 31, 2020.*
Obligatory reserve funds	*Tested revenue recognized to ensure in accordance with the Municipality's accounting policies and Canadian public sector accounting standards*	*Obligatory reserve funds are properly determined for the year ended December 31, 2020.*

We are satisfied that our audit work has appropriately dealt with these risks and other areas of focus.

Comments on Accounting Practices

Accounting Policies

The significant accounting policies used by the Municipality are disclosed in Note 2 to the consolidated financial statements.

With respect to the significant accounting policies used by the Municipality:

- There have been no significant changes in the accounting policies.
- There has been no significant application of new accounting pronouncements.
- We did not identify any alternative accounting policies that would have been more appropriate in the circumstances.
- We did not identify any significant accounting policies in controversial or emerging areas.

Significant Accounting Estimates

Accounting estimates are an integral part of the consolidated financial statements prepared by management. These estimates are based on management's knowledge and experience about past and current events, assumptions about future events and interpretations of the financial reporting standards.

The following significant estimates/judgments are contained in the consolidated financial statements:

- Employee Future Benefits liability;
- Landfill Closure and Post-Closure liability;
- Contaminated sites liability;
- Accrued liabilities;
- Deferred revenue;
- Allowance for doubtful accounts/taxes;
- Book value of tangible capital assets.

During the course of the audit, we did not identify instances of management bias in the development of estimates.

Based on audit work performed, we are satisfied with the estimates made by management.

Significant Financial Statement Disclosures

We did not identify any financial statement disclosures that are particularly significant, sensitive or require significant judgments, that we believe should be specifically drawn to your attention.

Uncorrected Misstatements

We accumulated uncorrected misstatements that we identified during our audit and communicated them to management. In accordance with Canadian generally accepted auditing standards, we requested that management correct these misstatements. All uncorrected misstatements for the current period have been corrected.

Internal Control

A deficiency in internal control exists when a risk is not treated by a control or when a control is designed, implemented or operated in such a way that it is unable to prevent, or detect and correct, misstatements in the consolidated financial statements on a timely basis, or when a control necessary to prevent, or detect and correct, misstatements in the consolidated financial statements on a timely basis is missing.

A significant deficiency in internal control is defined as a deficiency or combination of deficiencies in internal control that, in the auditor's professional judgment, is of sufficient importance to merit the attention of those charged with governance.

To identify and assess the risks of material misstatement in the consolidated financial statements, we are required to obtain an understanding of internal control relevant to the audit. This understanding is used for the limited purpose of designing appropriate audit procedures. It is not used for the purpose of expressing an opinion on the effectiveness of internal control and, as a result, we do not express any such opinion. The limited purpose also means that there can be no assurance that all significant deficiencies in internal control, or any other control deficiencies, will be identified during our audit.

During the course of the audit, we examined the accounting procedures and internal controls employed by the Municipality. For the audit of the Municipality's consolidated financial statements for the year ended December 31, 2020, we tested and relied upon internal controls in the following areas:

- general computer controls;
- revenues;
- payroll; and
- expenditures.

We did not identify any control deficiencies that, in our judgment, would be considered significant deficiencies.

Minor internal control issues identified have been reviewed with management. A management letter is attached to this report (see Appendix).

Written Representations

In a separate communication (attached as an Appendix), we have requested a number of written representations from management in respect to their responsibility for the preparation of the consolidated financial statements in accordance with Canadian public sector accounting standards. We will require the management representation letter to be signed and returned to us prior to the issuance of our Auditor's Report.

Other Reportable Matters

The following summarizes various other reportable matters to be communicated to Council in accordance with Canadian generally accepted auditing standards:

Matter	Comment
Audit strategy and scope	Refer to our engagement letter dated December 11, 2017 and our audit planning letter dated October 5, 2020.
Changes to the audit plan	The audit was conducted in accordance with our audit plan which was previously communicated to Mayor and Council. We confirm that there have been no amendments to the audit scope and approach communicated in the audit plan.
Significant difficulties encountered in performing the audit	We did not encounter any significant difficulties while performing the audit. There were no significant delays in receiving information from management required for the audit nor was there an unnecessarily brief timetable in which to complete the audit.
Related party transactions	Related party transactions or balances have been properly disclosed in the consolidated financial statements. We have not identified any related party transactions that were not in the normal course of operations and that involved significant judgments by management concerning measurement or disclosure.
Fraud and illegal acts	Based on the procedures we performed as required by Canadian Auditing Standards ("CAS") 240, *The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements,* we are not aware of any illegal acts or fraudulent events with respect to the Municipality during the year.
Disagreements with management	During the course of our audit, there were no disagreements with management about matters that individually or in the aggregate could be significant to the consolidated financial statements.
Consultation with other accountants	Management has informed us that the Municipality has not consulted with other accountants about auditing or accounting matters.
Legal and regulatory compliance	Management is responsible for ensuring that the Municipality's operations are conducted in accordance with the laws and regulations applicable to the Municipality. The responsibility for preventing and detecting non-compliance rests with management. Our limited procedures did not identify any areas of material non-compliance with laws and regulations by the Municipality.
Subsequent events	Management is responsible for assessing subsequent events up to the date of the release of the consolidated financial statements. At the time of finalizing this Report, we are not aware of any significant subsequent events.
Going concern	No material uncertainties related to events and conditions that may cast significant doubt on the Municipality's ability to continue as a going concern were noted.

Communication Requirements

We believe our audit planning letter, year-end audit findings report and various other communications we have prepared and provided to Council as part of our audit, meet our communication requirements under Canadian generally accepted auditing standards.

We encourage Council to review the contents of this Report. We would be pleased to answer any questions Council may have about these or any other related matters.

Allan and Partners LLP
22 Wilson Street West | Perth, Ontario | K7H 2M9
Phone: 613-267-6580 | Fax: 613-267-7563
info@allanandpartners.com
www.allanandpartners.com

June 10, 2021

Mayor Ron Vandewal and Members of Council of the
Township of South Frontenac
PO Box 100 – 4432 George Street
Sydenham, ON K0H 1T0

Dear Mayor Vandewal and Members of Council:

We have been engaged to audit the consolidated financial statements of the Township of South Frontenac and its related entities ("the Municipality") for the year ended December 31, 2020.

The purpose of this letter is to communicate with you regarding all relationships between the Municipality and ourselves that, in our professional judgment, may reasonably be thought to bear on our independence.

We have prepared the following comments to facilitate our discussion with you regarding independence matters arising since August 26, 2020, the date of our last letter.

We hereby confirm that we:

- have complied with the requirements regarding independence in the Rules of Professional Conduct of the Chartered Professional Accountants of Ontario and
- have disclosed all relationships and other matters between the firm and the entity that in our opinion may reasonably be thought to bear on independence.

We are not aware of any relationships between the Municipality and us that, in our professional judgment, may reasonably be thought to bear on our independence, that have occurred from August 26, 2020 to June 10, 2021.

This letter is intended solely for the use of those to whom it is addressed and others within the entity and should not be used for any other purposes.

Yours truly,

Allan and Partners LLP
Chartered Professional Accountants
Licensed Public Accountants

Allan and Partners LLP
22 Wilson Street West | Perth, Ontario | K7H 2M9
Phone: 613-267-6580 | Fax: 613-267-7563
info@allanandpartners.com
www.allanandpartners.com

June 8, 2021

Mr. Ron Vandewal, Mayor and Council
Township of South Frontenac
4432 George Street
Sydenham, ON K0H 2T0

Dear Mayor Vandewal and Council:

We would like to thank Louise Fragnito and the employees of the accounting and administration departments of the Township for their assistance during the performance of the audit of the Township's December 31st, 2020 year end consolidated financial statements.

In planning and performing our audit of the financial statements, we obtained an understanding of internal control over financial reporting relevant to the Township's preparation and fair presentation of the financial statement in order to design audit procedures that are appropriate in the circumstances for the purpose of expressing an opinion on the financial statements, but not for the purpose of expressing an opinion on the internal controls over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Township's internal controls over financial reporting.

Our consideration of internal controls over financial reporting was for the limited purpose described above and was not designed to identify all control deficiencies that might be significant deficiencies and therefore, there can be no assurance that all significant deficiencies and other control deficiencies have been identified. As a result, any matters reported below are limited to those deficiencies in internal controls that we identified during the audit.

Our awareness of control deficiencies varies with each audit and is influenced by the nature, timing and extent of audit procedures performed as well as other factors.

Internal control may be broadly defined as processes, which have been designed to ensure the orderly

and efficient conduct of an entity's business including the discharge of statutory responsibilities, for example safeguarding of assets, prevention and detection of fraud and error, the reliability of accounting records and timely preparation of financial information.

Deficiencies in controls arise when the design of the control is not sufficient to prevent or detect misstatements on a timely basis.

Deficiencies in operations arise when the designed control does not operate as designed or when the person performing the control does not possess the necessary authority or competency to perform the control effectively.

Significant control deficiencies could be identified during the course of the audit engagement. If it is our professional judgement that significant deficiencies exist that merit the attention of those charged with governance, we would address this as part of our year end management letter.

During the course of the audit, we did not observe any significant internal control deficiencies.

It is our pleasure to be of service to the Township in connection with the 2019 audited consolidated financial statements. If you have any questions concerning the above, please do not hesitate to contact us.

Yours truly,

Howard A. Allan FCPA, FCA

Carole Fuller, CPA, CGA

HAA/CF/dkp
cc: Neil Carbone, Louise Fragnito

TOWNSHIP OF SOUTH FRONTENAC
4432 George St, Box 100
Sydenham ON, K0H 2T0
613-376-3027 Ext 2328 or 1-800-559-5862
lfragnito@southfrontenac.net

June 15, 2021

Allan and Partners LLP
Chartered Professional Accountants
22 Wilson Street West
Perth, ON K7H 2M9

Dear Sir:

This representation letter is provided in connection with your audit of the consolidated financial statements of the Township of South Frontenac and its related entities ("the Municipality") for the year ended December 31, 2020, for the purpose of expressing an opinion as to whether the consolidated financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards ("PSAS").

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the consolidated financial statements would influence the decision of a reasonable person relying on the consolidated financial statements.

We confirm that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves as of June 15, 2021, the following representations made to you during your audit:

Consolidated Financial Statements

1. We have fulfilled our responsibilities as set out in the terms of the audit engagement letter dated December 11, 2017 for the preparation of the consolidated financial statements in accordance with PSAS. In particular, the consolidated financial statements are fairly presented, in all material respects, and present the financial position of the Municipality as at December 31, 2020, and its results of operations, changes in net assets and its cash flows for the year then ended in accordance with PSAS.

2. We have provided you with:

   a. Access to all information of which we are aware that is relevant to the preparation of the consolidated financial statements, such as accounting records, supporting data and other relevant documentation;
   b. Minutes of the meetings of Council and Committees or summaries of actions taken for which minutes have not yet been prepared;
   c. Additional information that you have requested from us for the purpose of the audit; and
   d. Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

3. There are no material transactions that have not been properly recorded in the accounting records underlying the consolidated financial statements.

4. We believe the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the consolidated financial statements as a whole. A list of the uncorrected misstatements is attached to this letter.

5. We have disclosed to you any change in the Municipality's internal control over financial reporting that occurred during the current year that has materially affected, or is reasonably likely to materially affect, the Municipality's internal control over financial reporting.

Fraud and Non-Compliance

6. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud or error. We have communicated to you any deficiencies in the design and implementation or the maintenance of internal control over financial reporting of which management is aware.

7. We have disclosed to you the results of our assessment of the risk that the consolidated financial statements may be materially misstated as a result of fraud or error.

8. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:

    a. Management;
    b. Employees who have significant roles in internal control; or
    c. Others where the fraud could have a material effect on the consolidated financial statements.

9. We have disclosed to you all information in relation to allegations of fraud or suspected fraud affecting the Municipality's consolidated financial statements and all knowledge of concerns or allegations of potential errors in the selection of accounting policies or the recording of transactions affecting the Municipality that have been communicated by employees, former employees, analysts, regulators or others, whether written or oral.

10. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations that should be considered when preparing the consolidated financial statements.

11. We have disclosed to you, and the Municipality has complied with, all aspects of contractual agreements that could have a material effect on the consolidated financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

12. We have disclosed to you all communications from:

    a. Taxation authorities concerning assessments or reassessments that could have a material effect on the consolidated financial statements and

    b. Regulatory agencies concerning non-compliance with or potential deficiencies in financial reporting requirements. We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.

13. We have disclosed to you all known, actual or possible litigation and claims, whether or not they have been discussed with our lawyers, whose effects should be considered when preparing the

consolidated financial statements. As appropriate, these items have been disclosed and accounted for in the consolidated financial statements in accordance with PSAS.

Related Parties

14. We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware, including guarantees, non-monetary transactions and transactions for no consideration.

15. All related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of PSAS.

Estimates

16. We acknowledge our responsibility for determining the accounting estimates required for the preparation of the consolidated financial statements in accordance with PSAS. Those estimates reflect our judgment based on our knowledge and experience of past and current events, and on our assumptions about conditions we expect to exist and courses of action we expect to take. We believe that the significant assumptions and measurement methods used by us in making accounting estimates, including those measured at fair value, are reasonable.

Fair Value Measurements

17. With regard to fair value measurements and disclosures in the consolidated financial statements, we believe that:

    a. The measurement methods, including the related assumptions, used in determining fair value were appropriate, reasonable and consistently applied in accordance with PSAS.
    b. The completeness and adequacy of the disclosures related to fair values are in accordance with PSAS.
    c. No events have occurred subsequent to December 31, 2020 that require adjustment to the fair value measurements and disclosures included in the consolidated financial statements.
    d. The fair value measurements and disclosures in the consolidated financial statements reflect management's intent and ability to carry out specific courses of action on behalf of the Municipality when relevant to the use of fair value measurements or disclosures.

Work of Management's Experts

18. We agree with the work of management's experts in evaluating the landfill liability, employee future benefits liability and contaminated sites liability, and have adequately considered the competence and capabilities of the experts in determining amounts and disclosures used in the consolidated financial statements and underlying accounting records. We did not give any, nor cause any, instructions to be given to management's experts with respect to values or amounts derived in an attempt to bias their work, and we are not aware of any matters that have impacted the independence or objectivity of the experts.

Accounting Policies

19. All significant accounting policies are disclosed in the consolidated financial statements and are consistent with those used in the previous period.

Title to Assets

20. The Municipality has satisfactory title to and control over all assets, and there are no liens or encumbrances on such assets. We have disclosed to you and in the consolidated financial statements all assets that have been pledged as collateral, where applicable.

Future Plans

21. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the consolidated financial statements.

Accounts Receivables

22. All amounts receivable by the Municipality were recorded in the books and records.

23. All receivables were free from hypothecation or assignment.

Tangible Capital Assets

24. All charges to tangible capital asset accounts represented the actual cost of additions to tangible capital assets. No significant tangible capital asset additions were charged to repairs and maintenance or other expense accounts.

25. Book values of tangible capital assets sold, destroyed, abandoned or otherwise disposed of have been eliminated from the accounts.

26. Tangible capital assets owned by the Municipality are being amortized on a systematic basis over their estimate useful lives, and the provision for amortization was calculated on a basis consistent with that of the previous date.

27. All lease agreements covering property leased by the Municipality have been disclosed to you and classified as capital or operating, as appropriate.

Liabilities and Contingencies

28. We have disclosed to you all liabilities and contingencies, including those associated with guarantees, whether written or oral, and they are appropriately reflected in the consolidated financial statements.

29. We are unaware of any violations or possible violations of laws or regulations the effects of which should be considered for disclosure in the consolidated financial statements or as the basis of recording a contingent loss.

Deferred Revenue

30. All material amounts of deferred revenue meet the definition of a liability and were appropriately recorded in the books and records.

Employee Future Benefits

31. All arrangements, whether formal or informal, explicit or implied, to provide retirement income and other post-retirement benefits to employees after they cease employment, have been identified to you and have been included in the last actuarial valuation.

32. The actuarial assumptions and methods used to measure liabilities and costs for financial accounting purposes for pension and other post-retirement benefits are appropriate in the circumstances.

33. The employee future benefit costs, assets and obligations have been determined, accounted for and disclosed in accordance with PS 3250 – Retirement Benefits and PS 3255 – Post-employment Benefits, Compensated Absences and Termination Benefits.

Journal Entries

34. We have reviewed, approved and recorded all of your proposed adjustments to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.

Subsequent Events

35. There have been no events between the statement of financial position date and the date of this letter that would require recognition or disclosure in the consolidated financial statements.

36. There have been no events subsequent to the statement of financial position date of the comparative financial statements that would require adjustment or disclosure in the current consolidated financial statements.

Yours truly,

_____

Neil Carbone, Chief Administrative Officer

_____

Louise Fragnito, CPA, CGA, Treasurer

Draft

CONSOLIDATED FINANCIAL STATEMENTS
DECEMBER 31, 2020

CONTENTS

Five Year Financial Review. . . . . 1 - 2
Management's Responsibility for the Consolidated Financial Statements. 3
Independent Auditor's Report. . . . . 4 - 6
Consolidated Statement of Financial Position. 7
Consolidated Statement of Operations. 8
Consolidated Statement of Changes in Net Financial Assets. 9
Consolidated Statement of Remeasurement Gains and Losses. 9
Consolidated Statement of Cash Flows. 10
Notes to the Consolidated Financial Statements. . . . . 11 - 28
Schedule 1 ▸ Continuity of Reserves. 29
Schedule 2 ▸ Tangible Capital Assets. . . . . 30 - 31
Independent Auditor's Report ▸ Trust Funds. . . . . 32 - 34
Trust Funds ▸ Statement of Financial Position and Statement of Financial Activities. 35
Trust Funds ▸ Notes to the Financial Statements. 36

Township of
South Frontenac
Consolidated
Financial Statements
December 31, 2020

Township of South Frontenac
Five Year Financial Review
(not subject to audit)

Draft

December 31	**2020**	2019	2018	2017	2016
Population (Statistics Canada)	**18,646**	18,646	18,646	18,646	18,646
Number of Households (MPAC)	**10,557**	10,489	10,425	10,336	10,336
Taxable Assessment (000's)	**$**	$	$	$	$
Residential and farm	**3,428,589**	3,325,230	3,229,448	3,141,748	3,130,056
Commercial and industrial	**35,940**	34,207	31,820	31,182	30,995
Total	**3,464,529**	3,359,437	3,261,268	3,172,930	3,161,051
Commercial, industrial as % of assessment	**1.04%**	1.02%	0.98%	0.98%	0.98%
Rates of Taxation					
▸ for general municipal purposes	**0.601812**	0.602546	0.599794	0.597198	0.531548
▸ for county purposes	**0.186451**	0.182728	0.178446	0.175201	0.166857
▸ for school board purposes	**0.153000**	0.161000	0.170000	0.179000	0.188000
Total	**0.941263**	0.946274	0.948240	0.951399	0.886405
Multi-Residential (total)	**0.941263**	0.946274	0.948240	0.951399	0.886405
Commercial (total)	**2.038263**	2.075274	2.118240	2.162399	2.098405
Industrial (total)	**2.038263**	2.075274	2.118240	2.162399	2.198405
Tax Arrears ▸ percentage of current levy **(‹10%)****	**4.53%**	4.05%	5.63%	7.55%	6.71%
Taxes Transferred (000's)					
▸ County	**6,346**	6,037	5,736	5,489	5,216
▸ School Boards	**5,567**	5,670	5,807	5,942	6,223
Revenues (000's)	**$**	$	$	$	$
▸ Property taxation	**20,501**	19,928	19,299	18,733	17,933
▸ Government grants	**3,548**	3,309	2,683	2,687	2,473
▸ User charges	**1,124**	1,199	1,231	1,228	1,115
▸ Other	**1,632**	2,049	1,983	1,740	1,747
▸ Revenues related to capital assets	**1,582**	1,009	1,571	916	1,405
Total	**28,387**	27,494	26,767	25,304	24,673
Expenses (000's)					
▸ Operations	**24,163**	24,067	23,360	22,465	21,397
▸ Amortization	**6,268**	6,453	5,924	5,911	5,868
Net Financial Assets (Net Debt)					
▸ % of Operating Revenue **(>(20%))** **	**68.03%**	63.92%	53.19%	60.02%	48.62%
▸ % of Taxation and User Charges **(>(50%))** **	**84.33%**	80.13%	65.53%	73.34%	56.72%

**** Represents the Provincial Low Risk Indicator.**
(Note: All dollar amounts are in thousands of dollars.)

Township of South Frontenac
Five Year Financial Review
(not subject to audit)

Draft

December 31	2020	2019	2018	2017	2016
	$	$	$	$	$
Long Term Debt					
▸ Long term debt (000's)	**228**	250	270	290	308
▸ Long term debt charges (000's)	**36**	36	36	36	36
▸ Total annual repayment limit (000's)	**5,569**	5,394	5,163	4,873	4,744
▸ Long term debt per household	**21**	24	26	28	30
▸ Debt charges (000's)					
▸ user charges	**36**	36	36	36	36
Municipal Equity (000's)					
▸ Surplus and Reserves	**18,461**	17,191	14,109	15,314	12,000
▸ Invested in capital assets	**95,145**	91,957	91,828	86,706	87,189
▸ Asset consumption ratio	**57.04%**	56.67%	55.45%	55.50%	54.00%
▸ Reserves as % of operating expenses **(> 20%)** **	**90.99%**	83.74%	71.41%	74.11%	62.08%
Financial Indicators					
▸ Sustainability					
▸ financial assets to liabilities	**2.64**	2.67	2.45	2.67	2.33
▸ financial assets to liabilities excluding long term debt	**2.70**	2.74	2.53	2.76	2.41
▸ long term debt to tangible capital assets	**0.24%**	0.27%	0.29%	0.33%	0.35%
▸ capital reserves to accumulated amortization	**12.00%**	10.63%	9.80%	9.75%	9.35%
▸ Flexibility					
▸ Debt charges to total operating revenue **(<5%)****	**0.13%**	0.14%	0.14%	0.14%	0.15%
▸ Total operating revenue to taxable assessment	**0.77%**	0.79%	0.78%	0.77%	0.74%
▸ Working capital to operating expenses **(>10%)** **	**76.42%**	71.38%	58.75%	66.45%	54.32%
▸ Vulnerability					
▸ Operating government transfers ▸ to operating revenue	**11.47%**	10.67%	8.65%	8.61%	7.78%
▸ Total government transfers ▸ to total revenues	**13.60%**	12.06%	8.14%	9.59%	7.99%

Draft

Management's Responsibility for the Consolidated Financial Statements

The accompanying consolidated financial statements of the Corporation of the Township of South Frontenac are the responsibility of the Township's management and have been prepared in compliance with legislation, and in accordance with Canadian Public Sector Accounting Standards. A summary of significant accounting policies are described in note 2 to the consolidated financial statements. The preparation of consolidated financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Township's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of consolidated financial statements. These systems are monitored and evaluated by management.

Management meets with the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to Council approval of the consolidated financial statements.

The consolidated financial statements have been audited by Allan and Partners LLP, independent external auditors appointed by the Township. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Township's consolidated financial statements.

Neil Carbone
Chief Administrative Officer / Deputy Clerk

Louise Fragnito, CPA, CGA
Director of Corporate Services & Treasurer

Draft

INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers
of the Corporation of the Township of South Frontenac:

Opinion

We have audited the consolidated financial statements of the Corporation of the Township of South Frontenac (the 'Entity'), which comprise:

- the consolidated statement of financial position as at December 31, 2020;
- the consolidated statement of operations and accumulated surplus for the year then ended;
- the consolidated statement of changes in net financial assets for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- and the notes to the consolidated financial statements, including a summary of significant accounting policies;

(Hereinafter referred to as the 'financial statements').

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2020, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***'Auditors' Responsibilities for the Audit of the Financial Statements'*** section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Draft

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis of our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Draft

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Allan and Partners LLP
Chartered Professional Accountants
Licensed Public Accountants

Perth, Ontario
June 15, 2021.

Township of South Frontenac
Consolidated Statement of Financial Position

Draft

December 31	2020	2019
	$	$
ASSETS		
Financial Assets		
Cash and short term deposits	**11,703,624**	19,085,553
Taxes receivable (net of allowance $95,928)	**1,469,110**	1,279,834
Accounts receivable	**991,994**	857,029
Long term investments (note 5)	**14,951,392**	5,575,505
Sydenham Water Works debenture receivable (note 17)	**227,841**	249,724
Long term receivables (note 6)	**6,550**	11,465
	29,350,511	27,059,110
LIABILITIES		
Financial Liabilities		
Accounts payable and accrued liabilities	**2,639,699**	2,410,302
Other current liabilities	**489,793**	168,325
Employee future benefit obligations (note 9)	**213,000**	188,500
Deferred revenues (note 8)	**4,369,016**	4,527,648
Sydenham Water Works debenture payable (note 17)	**227,841**	249,724
Accrued landfill closure and post closure (note 11)	**3,174,171**	2,586,180
	11,113,520	10,130,679
NET FINANCIAL ASSETS	**18,236,991**	16,928,431
NON-FINANCIAL ASSETS		
Tangible capital assets (note 18)	**95,144,519**	91,956,799
Inventories	**166,600**	196,007
Prepaid expenses	**57,745**	67,091
	95,368,864	92,219,897
Contingent Liabilities (note 13)		
MUNICIPAL EQUITY (note 12)	**113,605,855**	109,148,328
Municipal Equity Consists of: (note 12)		
Accumulated Surplus	**113,087,496**	108,863,217
Accumulated Remeasurement Gain	**518,359**	285,111
	113,605,855	109,148,328

The accompanying notes are an integral part of these consolidated financial statements.

Township of South Frontenac
Consolidated Statement of Operations

For the year ended December 31	(Note 20) Budget	2020	2019
	$	$	$
REVENUES			
Property taxation	20,469,669	**20,500,924**	19,927,618
User charges	1,174,094	**1,124,018**	1,198,567
Licences, permits and rents	1,012,469	**924,576**	1,074,600
Government grants	2,596,321	**3,074,260**	2,826,497
Grants from other municipalities	543,919	**474,154**	482,760
Investment income	341,500	**300,261**	485,110
Penalties and interest on taxes	370,000	**183,463**	322,581
Donations	6,000	**52,589**	69,498
Other	49,491	**171,329**	97,250
TOTAL REVENUES	26,538,463	**26,805,574**	26,484,481
EXPENSES			
General government	2,360,336	**2,094,029**	2,005,867
Fire	1,971,573	**1,742,593**	1,663,822
Police	3,063,522	**3,076,896**	3,110,095
Conservation authority	240,875	**226,110**	232,053
Protective inspections and control	700,079	**640,223**	558,858
Emergency measures	1,559	**442**	864
Roadways and winter control	11,842,948	**10,967,103**	11,391,762
Street lighting	47,257	**47,244**	37,554
Waterworks	452,219	**418,525**	406,784
Garbage collection and disposal	2,947,437	**2,640,029**	2,948,719
Landfill closure and post-closure costs	---	**587,991**	(71,996)
Cemeteries	70,437	**76,397**	74,304
Parks, recreation and cultural services	1,114,417	**1,112,312**	1,311,535
Planning and development	760,141	**533,373**	396,326
TOTAL EXPENSES	25,572,800	**24,163,267**	24,066,547
NET REVENUES FROM OPERATIONS	965,663	**2,642,307**	2,417,934
OTHER			
Grants and transfers related to capital Deferred revenues earned (note 8)	2,286,835	**1,581,972**	1,008,576
ANNUAL SURPLUS	3,252,498	**4,224,279**	3,426,510
MUNICIPAL EQUITY, BEGINNING OF YEAR	108,863,217	**108,863,217**	105,436,707
MUNICIPAL EQUITY, END OF YEAR	112,115,715	**113,087,496**	108,863,217

Draft

The accompanying notes are an integral part of these consolidated financial statements.

Township of South Frontenac
Consolidated Statement of Changes in Net Financial Assets

For the year ended December 31	(Note 20) Budget	2020	2019
	$	$	$
ANNUAL SURPLUS	3,252,498	**4,224,279**	3,426,510
Amortization of tangible capital assets	7,090,831	**6,268,305**	6,453,470
Acquisition of tangible capital assets	(12,727,889)	**(9,461,811)**	(6,654,510)
Disposal of tangible capital assets	---	**5,786**	72,536
Reduction of prepaid expenses	---	**9,346**	5,017
Reduction (acquisition) of supplies inventories	---	**29,407**	(25,470)
Change in accumulated remeasurement gains	---	**233,248**	196,603
	(5,637,058)	**(2,915,719)**	47,646
INCREASE (DECREASE) IN NET FINANCIAL ASSETS	(2,384,560)	**1,308,560**	3,474,156
NET FINANCIAL ASSETS, BEGINNING OF YEAR	16,928,431	**16,928,431**	13,454,275
NET FINANCIAL ASSETS, END OF YEAR	14,543,871	**18,236,991**	16,928,431

Draft

Consolidated Statement of Remeasurement Gains and Losses

For the year ended December 31	2020	2019
	$	$
Accumulated Remeasurement Gains Beginning of Year	**285,111**	88,508
Unrealized gains attributable to investments	**233,248**	196,603
Change in accumulated remeasurement gains	**518,359**	285,111
Accumulated Remeasurement Gains End of Year	**518,359**	285,111
Accumulated Remeasurement Gains Comprised of:		
Investments	**518,359**	285,111

Township of South Frontenac
Consolidated Statement of Cash Flows

Draft

For the year ended December 31	2020	2019
	$	$
OPERATING ACTIVITIES		
Annual surplus for the year	**4,224,279**	3,426,510
Amortization	**6,268,305**	6,453,470
Change in landfill liability	**587,991**	(71,996)
Change in employee benefit obligations	**24,500**	22,800
	11,105,075	9,830,784
Net Change in Non-Cash Working Capital Balances		
Taxes receivable	**(189,276)**	456,502
Accounts receivable	**(134,965)**	417,540
Accounts payable and accrued liabilities	**229,397**	9,886
Other current liabilities	**321,468**	(80,466)
Deferred revenues	**(158,632)**	1,019,829
Prepaid expenses	**9,346**	5,017
Inventory not for resale	**29,407**	(25,470)
	106,745	1,802,838
Working Capital from Operations	**11,211,820**	11,633,622
CAPITAL ACTIVITIES		
Acquisition of tangible capital assets	**(9,461,811)**	(6,654,510)
Proceeds from disposal of capital assets	**5,786**	72,536
Net investment in tangible capital assets	**(9,456,025)**	(6,581,974)
INVESTING ACTIVITIES		
Increase in long term investments	**(9,142,639)**	(159,106)
Decrease in long term receivables	**4,915**	10,380
Net increase in cash from investing activities	**(9,137,724)**	(148,726)
NET (DECREASE) INCREASE IN CASH	**(7,381,929)**	4,902,922
CASH, BEGINNING OF YEAR	**19,085,553**	14,182,631
CASH, END OF YEAR	**11,703,624**	19,085,553

The accompanying notes are an integral part of these consolidated financial statements.

Draft

1. Status of the Township of South Frontenac

The Township of South Frontenac (the 'Township') was incorporated January 1, 1998 (being an amalgamation of the former Township of Bedford, Loughborough, Portland and Storrington) and assumed its responsibilities under the authority of the Ministry of Municipal Affairs and the Municipal Act. The Township operates as a lower tier government in the County of Frontenac, in the Province of Ontario, Canada and provides municipal services such as police, fire, public works, planning, parks and recreation, library and other general government operations.

2. Significant Accounting Policies

The consolidated financial statements of the Corporation of the Township of South Frontenac are the representations of management and have been prepared in all material respects in accordance with Canadian Public Sector Accounting Standards. Significant aspects of the accounting policies by the Township are as follows:

Reporting Entity

(i) The consolidated financial statements reflect financial assets, liabilities, operating revenues and Expenses, reserves, reserve funds and changes in investment in tangible capital assets of the Township. The reporting entity is comprised of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the Township and which are owned or controlled by the Township. Interdepartmental and inter-organizational transactions and balances between these organizations are eliminated. These consolidated financial statements include:

- Sydenham Cemetery
- Sandhill Cemetery
- Portland Cemetery
- Frontenac Community Arena (proportionately consolidated)

Proportionate consolidation:

The Frontenac Community Arena is accounted for using the proportionate consolidation method of accounting and reporting, whereby the municipality's pro-rata share of each of the assets, liabilities, revenues and expenses is combined on a line-by-line basis in the consolidated financial statements.

(ii) The charges for long term liabilities assumed by consolidated entities or by individuals in the case of the drainage loans are reflected in the consolidated financial statements.

(iii) The taxation, other revenues, Expenses, assets and liabilities with respect to the operations of the school boards and county are not reflected in the municipal fund balances of these consolidated financial statements.

Draft

2. Significant Accounting Policies / continued

Basis of Consolidation

(i) The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based on receipt of goods and services and/or the creation of a legal obligation to pay.

(ii) Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

(iii) Trust funds and their related operations administered by the Township are not included in these consolidated financial statements but are reported separately on the Trust Funds Statement of Financial Activities and Financial Position.

Taxation and Related Revenues

Property tax billings are prepared by the Township based on assessment rolls issued by the Municipal Property Assessment Corporation ('MPAC'). Tax rates are established by the Township Council, incorporating amounts to be raised for local services, amounts to be raised on behalf of County of Frontenac for regional services, and amounts the Township is required to collect on behalf of the Province of Ontario in respect of education taxes. Taxation revenues are recorded at the time tax billings are issued. Adjustments to taxation revenue can occur during the year related to the issuance of supplementary tax billings and/or assessment appeals. These adjustments are recorded when the amount of the adjustments can be quantified. The Township is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the period in which the interest and penalties are applied.

Tangible Capital Assets

Tangible capital assets are recorded at cost, which include all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight line basis over their estimated useful lives as follows:

Land	
Land Improvements	15 - 20 years
Buildings and Building Improvements	20 - 50 years
Vehicles, Machinery and Equipment	3 - 25 years
Linear Assets	
Roads	7 - 50 years
Bridges	7 - 50 years
Sidewalks	20 years
Water Infrastructure	50 - 70 years

Amortization is charged from the year of acquisition. Assets under construction are not amortized until the asset is available for productive use, at which time they are capitalized.

Draft

2. Significant Accounting Policies / continued

Tangible Capital Assets / continued

The Township has a capitalization threshold of $5,000 for vehicles and equipment and $10,000 for buildings and $15,000 for linear assets so that individual capital assets of lesser value are expensed, unless they are pooled because, collectively, they have significant value, or for operations reasons.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt, and that fair value is also recorded as revenue. Similarly, transfers of assets to third parties are recorded as an expense equal to the net book value of other asset as of the date of transfer.

When tangible capital assets are disposed of, either by way of a sale, destruction or loss, or abandonment of the asset, the asset's net book value, historical cost less accumulated amortization, is written off. Any resulting gain or loss, equal to the proceeds on disposal less the asset's net book value, is reported on the consolidated statement of operations in the year of disposal. Transfers of assets to third parties are recorded as an expense equal to the net book value of the asset as of the date of transfer.

When conditions indicate that a tangible capital asset no longer contributes to the Township's ability to provide services or the value of the future economic benefits associated with the tangible capital asset are less than its net book value, and the decline is expected to be permanent, the cost and accumulated amortization of the asset are reduced to reflect the revised estimate of the value of the asset's remaining service potential. The resulting net adjustment is reported as an expense on the consolidated statement of operations.

(i) Natural Resources

Natural resources that have not been purchased are not recognized as assets in the consolidated financial statements.

(ii) Works of Art and Cultural and Historic Assets

Works of art and cultural and historic assets are not recorded as assets in these consolidated financial statements.

Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Inventories and Prepaid Expenses

Inventories and prepaid expenses held for consumption are recorded at the lower of cost or replacement cost.

Pension and Employee Benefits

The Township accounts for its participation in the Ontario Municipal Employees Retirement System ('OMERS'), a multi-employer public sector pension fund, as a defined benefit plan. The OMERS plan specifies the retirement benefits to be received by employees based on length of service and pay rates.

Draft

2. Significant Accounting Policies / continued

Pension and Employee Benefits / continued

Employee benefits include vacation entitlement and sick leave benefits. Vacation entitlements are accrued as entitlements are earned. Sick leave benefits are accrued in accordance with the Township's policy.

Employee Future Benefit Obligations

The Township accrues its obligation for employee benefit plans. The cost of post-retirement benefits earned by employees is actuarially determined using the projected benefit method pro-rated on services and management's best estimate of salary escalation, retirement ages of employees and expected health care costs.

Actual gains (losses) which can arise from changes in the actuarial assumptions used to determine the accrued benefit obligation will be amortized over the average remaining service period of active employees.

Cash and Cash Equivalents

The Township considers cash and cash equivalents to be highly liquid investments with original maturities of three months or less.

Government Transfers

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made.

Deferred Revenues ▸ Obligatory Reserve Funds

The Township defers recognition of user charges and fees which have been collected but for which the related services have yet to be performed. Government transfers of gas taxes, development charges collected under the *Development Charges Act, 1997,* and recreational land collected under the Planning Act are reported as deferred revenues in the Consolidated Statement of Financial Position. These amounts will be recognized as revenues in the fiscal year the services are performed.

The Township receives restricted contributions under the authority of provincial legislation and Township bylaws. These funds by their nature are restricted in their use and until applied to applicable costs are recorded as deferred revenue. Amounts applied to qualifying expenses are recorded as revenue in the fiscal period they are expended.

The Township receives restricted contributions under the authority of Federal and Provincial legislation and Township by-laws. These funds by their nature are restricted in their use and until applied to applicable costs are recorded as deferred revenue. Amounts applied to qualifying expenses are recorded as revenue in the fiscal period they are expended.

Deferred revenue represents certain user charges and fees which have been collected but for which the related services have yet to be performed. Deferred revenue also represents contributions that the Township has received pursuant to legislation, regulation or agreement that may only be used for certain programs or in the completion of specific work. These amounts are recognized as revenue in the fiscal year the services are performed or related expenses incurred.

Draft

2. Significant Accounting Policies / continued

Investments

Short-term and long-term investments are recorded at cost plus accrual interest. If the market value of investments become lower than cost and the decline in value is considered to be other than temporary, the investments are written down to market value.

Investment income earned on surplus, current funds, capital funds, reserves and reserve funds (other than obligatory reserve funds) are reported as revenue in the period earned. Investment income earned on development charges and parkland obligatory reserve funds is added to the fund balance and forms part of respective deferred revenue balances.

Landfill Closure and Post-Closure Liabilities

The Township accrues landfill closure and post-closure care requirements that have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance. The reported liability is based on estimates and assumptions with respect to events extending over a fifty year period using the best information available to management.

Future events may result in significant changes to the estimated total Expenses, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

Liability for Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

(a) an environmental standard exists;
(b) contamination exceeds the environmental standard;
(c) the Township:
    (i) is directly responsible; or
    (ii) accepts responsibility
(d) it is expected that future economic benefit will be given up; and
(e) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

Financial Instruments

All financial instruments are initially recognized at fair value on the consolidated statement of financial position. The Township has classified each financial instrument into one of the following categories: held-for-trading financial assets and liabilities, loans and receivables, held-to-maturity financial assets and other financial liabilities. Subsequent measurement of financial instruments is based on their classification.

Draft

2. Significant Accounting Policies / continued

Financial Instruments / continued

The Township's financial assets and liabilities are measured as follows:

(i) Cash at fair value
(ii) Portfolio investments as fair value
(iii) Accounts receivable at amortized cost
(iv) Accounts payable and accrued liabilities at amortized cost
(v) Debt at amortized cost.

Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the consolidated statement of remeasurement gains and losses. When the restricted nature of a financial instrument and any related changes in fair value create a liability, unrealized gains and losses are recognized as deferred revenue.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the consolidated statement of operations.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expenses. Transaction costs are a component of cost for financial instruments measured using cost or amortized costs. Transaction costs are expensed for financial instruments measured at fair value. Investment management fees are expensed as incurred. The purchase and sale of cash equivalents and portfolio investments are accounted for using trade-date accounting. The Municipality does not use foreign currency contracts or any other type of derivative financial instruments of trading or speculative purposes.

Measurement Uncertainty

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and Expenses during the period. Actual results could differ from these estimates. These estimates are reviewed periodically and as adjustments become necessary, they are recorded in the consolidated financial statements in the period in which they become known.

3. Operations of the School Boards and County of Frontenac

During 2020, the Township collected and made property tax transfers including payments in lieu of property taxes, to the County of Frontenac and School Boards as follows:

	School Boards $	County $
Amounts requisitioned and paid	**5,566,990**	**6,345,631**

Draft

4. Contributions to Consolidated Joint Board

The following contributions were made by the Township to the Board:

	2020	2019
	$	$
Frontenac Community Arena	**326,383**	87,958

The Township is contingently liable for its share, which is approximately 59% of any accumulated deficits as at the end of the year for this Board. The Township's share of the accumulated surpluses (or deficits) of this joint board are as follows:

	2020	2019
	$	$
Frontenac Community Arena	**798,761**	616,695

5. Long Term Investments

	2020		2019	
	Cost	**Market**	Cost	Market
	$	**$**	$	$
For Township Purposes				
▸ CIBC Wood Gundy	**12,295,038**	**12,515,569**	3,180,517	3,228,635
▸ One Investment ▸ equity portfolio	**698,750**	**996,578**	698,750	935,743
	12,993,788	**13,512,147**	3,879,267	4,164,378
For Obligatory Reserve Funds				
▸ CIBC	**1,110,135**	**1,161,130**	1,132,862	1,150,045
▸ One Investment ▸ equity portfolio	**195,000**	**278,115**	195,000	261,082
	1,305,135	**1,439,245**	1,327,862	1,411,127
Total	**14,298,923**	**14,951,392**	5,207,129	5,575,505

Draft

5. Long Term Investments / continued

All of the above investments are valued as Level 1 investments. The investments are valued based on the degree to which the fair value is observable, as follows:

(i) Level 1 Fair value measurements are those derived from quoted prices (in active)
(ii) Level 2 Fair value measurements are those derived from inputs other than quoted included with Level 1 that are observable for the assets, either directly (ie: as prices) or indirectly (ie: derived from prices);
(iii) Level 3 Fair value measurements are those derived from valuation techniques that include inputs for the asset that are not based on observable data (unobservable inputs).

6. Long Term Receivables

Long term receivables are comprised of:

	2020	2019
	$	$
Community Improvement Loans	**6,550**	11,465

The Community Improvement loans are repayable over 5 years. Any unpaid loan payments are added to the taxpayer's property taxes.

7. Trust Funds

Trust funds administered by the Township amounting to $718,265 (2019 $695,690) are presented in a separate financial statement of trust fund balances and operations. As such balances are held in trust by the Township for the benefit of others, they are not presented as part of the Township's financial position or financial activities.

8. Deferred Revenues

A requirement of the public sector accounting standards of the Chartered Professional Accountants of Canada is that obligatory reserve funds be reported as deferred revenue. This requirement is in place as provincial legislation restricts how these funds may be used and under certain circumstances these funds may possibly be refunded.

Draft

8. Deferred Revenues / continued

The balances in the obligatory reserve funds of the Township are summarized below:

	2020	2019
	$	$
Balance, Beginning of Year	**4,527,648**	3,507,819
Development contributions	**740,433**	689,212
Subdivider contributions	**3,000**	4,500
Investment income	**114,258**	145,050
Federal Gas Tax funding	**565,649**	1,153,311
Cannabis legalization funding	**---**	36,332
Grant utilized	**(1,581,972)**	(1,008,576)
Balance, End of Year	**4,369,016**	4,527,648

	2020	2019
Analyzed as follows:	**$**	$
Federal Gas Tax funding	**1,157,995**	1,359,796
Cannabis legalization funding	**37,533**	37,109
Development charges	**2,789,371**	2,701,141
Cash in lieu of parkland	**199,777**	248,262
Subdivider contributions	**184,340**	181,340
	4,369,016	4,527,648

9. Employee Post Employment Benefit Liability

Employee non-pension retirement benefits (extended health care for early retirees):

Effective January 1, 2008, the Township began to provide extended health care to its employees. Extended health care continues to be available to early retirees up to the age of 65, with the retiree generally being responsible for paying 50% of the benefit premiums.

An independent actuarial study of the employee non-pension retirement benefit has been undertaken. The most recent valuation of the employee future benefits was completed for 2018 and will be applied effective January 1, 2018.

The accrued benefit obligation relating to the employee non-pension retirement benefits has been actuarially determined using the projected benefit method pro-rated on services. At December 31, 2020, based on an actuarial update, the accrued benefit obligation was $213,000 (2019 $188,500).

The significant actuarial assumptions adopted in estimating the Township's accrued benefit obligation are as follows:

Discount Rate	3.40% per annum
Health Benefits Escalation	7.44% per annum, scaling down over 15 years to 4.00% thereafter

Draft

9. Employee Post Employment Benefit Liability / continued

Information with respect to the Township's non-pension retirement obligations are as follows:

	2020	2019
	$	$
Accrued benefit obligation at beginning of year	**188,500**	165,700
Expense recognized for the year	**28,900**	28,100
Interest cost	**8,500**	7,900
Benefits paid for the year	**(12,900)**	(13,200)
Accrued benefit obligation at end of year	**213,000**	188,500

The accrued benefit liability at December 31, includes the following components:

	2020	2019
	$	$
Accrued benefit obligation end of year	**252,600**	234,000
Unamortized actuarial loss	**(39,600)**	(45,500)
Accrued benefit obligation end of year	**213,000**	188,500

10. Pension Contributions

The Township makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of all permanent members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employers and employees contribute to the plan. Since any surpluses or deficits are a joint responsibility of all Ontario municipalities and their employees, the Village does not recognize any share of the OMERS pension surplus or deficit in these consolidated financial statements.

The amount contributed to OMERS was $377,147 (2019 $356,115) for current services and is included as an expenditure on the Consolidated Statement of Operations classified under the appropriate functional expenditure. Contributions by employees were a similar amount.

11. Landfill Closure and Post Closure Liability

The Environmental Protection Act sets out the regulatory requirements to properly close and maintain all active and inactive landfill sites. Closure and post closure cost requirements are to be provided over the estimated remaining life of the landfill sites based on usage.

Draft

11. Landfill Closure and Post Closure Liability / continued

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection and maintenance. The reported liabilities are based on estimates and assumptions with respect to events extending over a period of up to fifty years using the best information available to management. Future events may result in significant changes to the estimated total Expenses, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

The Township currently has five active and five inactive landfill sites. The estimated remaining capacity of the active landfill sites ranges from 14% to 43% of the total estimated capacity and the estimated remaining life of the active landfill sites ranges from seven years to thirty-six years. The period for post-closure care for all sites is estimated to be fifteen years.

Estimated total expenses represent the sum of the discounted future cash flows for closure and post-closure care activities using an estimated inflation rate of 2.56% and discounted at the Township's average long term borrowing rate of 2.57% (2019 2.03%). The estimated total landfill closure and post-closure care expense are calculated at approximately $4,329,504 (2019 $3,541,337). For sites that are still active, the estimated liability for these expenses is recognized as the landfill site's capacity is used. For sites that are inactive, the estimated liability for these expenses is recognized immediately. Included in liabilities at December 31, 2020 is an amount of $3,174,171 (2019 $2,586,180) with respect to landfill closure and post-closure liabilities recognized to date.

12. Municipal Equity

Municipal equity consists of:

	2020	2019
	$	$
Invested in Tangible Capital Assets		
Tangible capital assets	**95,144,519**	91,956,799
Unfinanced capital expense	**(357,977)**	(365,621)
	94,786,542	91,591,178
Unrestricted Surplus		
Frontenac Community Arena	**6,777**	(10,626)
Landfill Closure and Post-Closure To Be Recovered	**(3,174,171)**	(2,586,180)
Reserves	**21,986,707**	20,153,956
Total Municipal Equity	**113,605,855**	109,148,328

Draft

13. Contingent Liabilities

The nature of municipal activities is such that there may be litigation pending or in prospect at any time. With respect to claims as at December 31, 2020, management believes that the Township has valid defences and appropriate insurance coverages in place.

In the event any claims are successful, management believes that such claims are not expected to have a material effect on the Township's financial position. As a result, no provision has been made in these consolidated financial statements for any settlement which may arise as a result of these claims.

14. Contractual Obligations

(a) The Township has entered into an agreement with the Ontario Provincial Police for the provision of police services. The term of the agreement is six years, commencing December 2020 at an annual cost of approximately $3.1 million.

(b) The Township entered into an Agreement with 1425445 Ontario Limited operating as Utilities Kingston for the operation and maintenance of the water system. The term of the Agreement expires December 31, 2021. The annual cost as at December 31, 2020 was $148,321 (2019 $166,863).

15. Risk Management

In the normal course of operations, the Township is exposed to a variety of financial risks which are actively managed by the Township.

The Township's financial instruments consist of cash, investments, accounts receivable and accounts payable and accrued liabilities. The fair values of cash, accounts receivable, investments and accounts payable and accrued liabilities approximate their carrying values because of their expected short term maturity and treatment on normal trade terms.

The Township's exposure to and management of risk has not changed materially from December 31, 2019.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Township is mainly exposed to interest and price risk.

Draft

15. Risk Management

Price Risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Township is exposed to price risk through its investment in quoted One Fund investments. The following details the Township's portfolio sensitivity to a 1.0% increase or decrease in the market prices. At December 31, 2020, if market prices had a 1.0% increase or decrease with all other variables remaining the same the increase or decrease in accumulated remeasurement gains and losses on the investments for the year would have totalled $14,951 (2019 $11,966).

Credit Risk

Credit risk arises from the possibility that the entities to which the Township provides services to may experience difficulty and be unable to fulfill their obligations. The Township is exposed to financial risk that arises from the credit quality of the entities to which it provides services. The Township does not have a significant exposure to any individual customer or counter party. As a result, the requirement for credit risk related reserves for accounts receivable is minimal.

Interest Rate Risk

Interest rate risk arises from the possibility that the value of, or cash flows related to, a financial instrument will fluctuate as a result of changes in market interest rates. The Township is exposed to financial risk that arises from the interest rate differentials between the market interest rate and the rates on its cash and cash equivalents and operating loan. Changes in variable interest rates could cause unanticipated fluctuations in the Township's operating results.

Liquidity Risk

Liquidity risk is the risk that the Township will not be able to meet its obligations as they fall due. The Township requires working capital to meet day-to-day operating activities. Management expects that the Township's cash flows from operating activities will be sufficient to meet these requirements.

16. Fair Value of Financial Assets and Financial Liabilities

The carrying value of taxes receivable, accounts receivable and accounts payable approximate their fair values due to the relatively short periods to maturity of these items or because they are receivable or payable on demand.

The market value of long term investments is disclosed in note 5.

Draft

17. Sydenham Water Works Debenture Receivable and Payable

The debenture was issued on December 1, 2008, bears annual interest at 5.75% and is repayable in forty equal bi-annual instalments of blended principal and interest at $17,966 commencing June 1, 2009. The responsibility of principal and interest for the loan has been assumed by individuals and therefore has been shown in the consolidated financial statements as both a loan receivable and payable.

18. Tangible Capital Assets

	2020	2019
	$	$
Land	**3,541,605**	3,194,772
Land improvements	**1,466,450**	1,474,128
Buildings and building improvements	**11,589,029**	11,206,653
Vehicles, machinery and equipment	**6,924,393**	6,704,103
Linear Assets		
Roads	**53,250,403**	52,558,363
Bridges	**7,345,745**	6,813,010
Sidewalks	**150,630**	154,603
Water infrastructure	**7,301,859**	7,483,569
Construction in progress	**2,782,422**	1,740,278
Frontenac Community Arena	**791,983**	627,320
	95,144,519	91,956,799

For additional information, see Schedule 2 ▸ Tangible Capital Assets.

Assets under construction having a value of $2,782,422 (2019 $1,740,278) have not been amortized. Amortization of these assets will commence when the asset is put into service.

19. Segmented Information

The Township is a diversified municipal government that provides a wide range of services to its citizens, including police, fire, transportation, recreational and environmental. For management reporting purposes the Township's operations and activities are organized and reported by department. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

Municipal services are provided by departments and their activities are reported in these funds.

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19. Segmented Information / continued

Certain departments that have been separately disclosed in the segmented information, along with the services they provide are as follows:

(a) Administration

Includes corporate services and governance of the Township. Administration as a segment includes human resource management, support to Council for policy development, by-law development in compliance with the Municipal Act, tax billing and collection responsibilities, financial management reporting, monitoring and overall budget status as well as frontline reception and customer service.

(b) Protection Services

Includes policing, fire protection, conservation authority, protective inspection and control and emergency measures. The mandate of the police services contract is to ensure the safety of the lives and property of citizens; preserve peace and good order; prevent crimes from occurring; detect offenders; and enforce the law. Fire protection includes inspection, extinguishing and suppression services; emergency medical first response; and prevention education and training programs. Inspection and control includes building inspection, by-law enforcement and dog control services.

(c) Transportation Services

This department provides the winter and summer maintenance, the repair and the construction of the municipal roads system including bridges and culverts.

(d) Environmental Services

Includes the management and maintenance of water treatment and distribution and solid waste management.

(e) Cemetery Boards

Includes the management and maintenance of municipal cemeteries.

(f) Parks, Recreation and Culture

Provides services that contribute to neighbourhood development and sustainability through the provision of recreation and leisure programs and facilities including community halls, libraries, parks, recreation fields and the proportionate share of Frontenac Community Arena.

(g) Planning and Development

Manages development for business interest, environmental concerns, heritage matters, local neighbourhoods and community development. It facilitates economic development by providing services for the approval of all land development plans, the application and enforcement of the zoning by-law and official plan, and the provision for geomatics services.

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19. Segmented Information / continued

(g) Planning and Development / continued

For each segment separately reported, the segment revenue and expense represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. These municipal services are funded primarily by property tax revenue. Taxation is apportioned to these services based on the funding requirement. Certain government transfers, transfer from other funds, and other revenue have been apportioned based on a percentage of budgeted expenses.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in note 2.

2020	Adminis -tration	Protective Services	Transport -ation Services	Environ -mental Services	Health Services	Parks, Recreation & Culture	Planning & Development	**Total**
	$	$	$	$	$	$	$	**$**
Revenues								
Taxation	20,500,924	---	---	---	---	---	---	**20,500,924**
Penalties & interest	183,463	---	---	---	---	---	---	**183,463**
Government Grants								
▸ Unconditional	1,552,500	---	---	235,305	---	---	---	**1,787,805**
▸ Conditional	456,489	267,413	562,553	---	---	---	---	**1,286,455**
Other municipalities	---	---	472,091	---	---	2,063	---	**474,154**
Licenses, permits & rent	198,854	581,973	92,666	2,400	---	48,682	---	**924,575**
User fees & service charges	23,525	59,693	34,920	780,036	43,025	40,865	141,954	**1,124,018**
Other	251,538	30,351	1,177,857	58,841	12,537	564,673	10,355	**2,106,152**
	23,167,293	939,430	2,340,087	1,076,582	55,562	656,283	152,309	**28,387,546**
Expenses								
Salaries, wages & employee benefits	1,254,970	1,199,409	2,292,828	547,731	989	199,596	380,686	**5,876,209**
Interest on long term debt	---	---	---	14,049	---	---	---	**14,049**
Materials	825,063	1,318,029	3,143,689	240,384	7,493	170,273	47,531	**5,752,462**
Contracted services	(236,627)	2,514,128	301,351	2,625,417	67,915	484,681	105,155	**5,862,020**
Rents & financial expenses	7,958	---	---	---	---	---	---	**7,958**
External transfers	154,342	227,922	---	---	---	---	---	**382,264**
Amortization	88,326	426,775	5,276,479	218,963	---	257,762	---	**6,268,305**
	2,094,032	5,686,263	11,014,347	3,646,544	76,397	1,112,312	533,372	**24,163,267**
Excess of Revenues Over Expenses	21,073,261	(4,746,833)	(8,674,260)	(2,559,962)	(20,835)	(456,029)	(381,063)	**4,224,279**

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19. Segmented Information / continued

2019	Adminis -tration	Protective Services	Transport -ation Services	Environmen -tal Services	Health Services	Parks, Recreation & Culture	Planning & Development	**Total**
	$	$	$	$	$		$	**$**
Revenues								
Taxation	19,927,618	---	---	---	---	---	---	**19,927,618**
Penalties & interest	322,581	---	---	---	---	---	---	**322,581**
Government Grants								
▸ unconditional	1,553,400	---	---	209,680	---	8,000	---	**1,771,080**
▸ conditional	517,129	34,300	499,738	---	---	4,250	---	**1,055,417**
Other municipalities	10,553	---	472,207	---	---	---	---	**482,760**
Licenses, permits & rents	207,596	633,771	96,035	2,400	---	134,798	---	**1,074,600**
User fees & service charges	43,441	55,025	33,106	757,081	87,521	116,285	106,109	**1,198,568**
Other	432,965	32,309	676,717	77,342	9,848	395,717	35,535	**1,660,433**
	23,015,283	755,405	1,777,803	1,046,503	97,369	659,050	141,644	**27,493,057**
Expenses								
Salaries, wages & employee benefits	1,177,420	1,075,729	2,510,302	479,235	346	269,432	292,862	**5,805,326**
Interest on long term debt	---	---	---	15,555	---	---	---	**15,555**
Materials	290,940	679,528	3,409,403	483,910	6,962	264,997	31,823	**5,167,563**
Contracted services	250,818	3,161,606	372,815	1,722,466	66,996	521,714	71,642	**6,168,057**
Rents & financial expenses	10,730	---	---	---	---	---	---	**10,730**
External transfers	209,405	236,441	---	---	---	---	---	**445,846**
Amortization	66,553	412,389	5,136,796	582,341	---	255,391	---	**6,453,470**
	2,005,866	5,565,693	11,429,316	3,283,507	74,304	1,311,534	396,327	**24,066,547**
Excess of Revenues Over Expenses	21,009,417	(4,810,288)	(9,651,513)	(2,237,004)	23,065	(652,484)	(254,683)	**3,426,510**

20. Budget Figures

The 2020 budget amounts that were approved were not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Board Standards). The budget included capital items such as infrastructure replacements and estimated costs for constructed assets, as program expenses, but the actual expenses have been removed in the Statement of Operations. The revenues attributable to these items continue to be included in the Statement of Operations, resulting in a significant variance.

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20. Budget Figures

The following analysis is provided to assist readers in their understanding of differences between the approved budget and the audited financial statements:

	Budget	Actual
	$	$
Total Revenues	26,538,463	26,805,574
Total Expenses	29,729,773	24,163,267
Net (Expenses) Revenues	(3,191,310)	2,642,307
Amortization	7,090,831	6,268,305
Adjusted Net Revenues	3,899,521	8,910,612
Capital Revenues	2,286,835	1,581,972
Funds Available	6,186,356	10,492,584
Capital Expenses	(8,570,916)	(9,461,811)
Disposal of tangible capital assets	---	5,786
Unfunded landfill liability	---	587,991
Decrease in unfinanced capital	---	(7,643)
Remeasurement gain	---	233,248
(Decrease) Increase in Operating Surplus	(2,384,560)	1,850,155
Allocated as follows:		
Net transfers (to) from reserves	(2,640,458)	1,832,751
Change in Frontenac Community Arena	255,898	17,404
	(2,384,560)	1,850,155

21. Impact of COVID-19

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ('COVID-19') as a pandemic. This resulted in governments worldwide, including the Canadian, Ontario and municipal governments, enacting emergency measures to combat the spread of the virus.

The pandemic has had significant operational and financial impacts including service reductions, declines in associated user fee revenues and additional costs. While impacts have been mitigated by associated funding and other cost saving measures, the pandemic has created uncertainty over current and future year operations and the financial position of the Municipality.

The duration and impact of COVID-19 are unknown at this time. It is not possible to reliably estimate the impact that the length and severity of these developments will have on the financial results and conditions of the Municipality in future periods. The Municipality continues to closely monitor and assess the impact on its operations. It is management's assessment that the Municipality will have sufficient resources to mitigate the potential losses in 2021 as a result of COVID-19.

Township of South Frontenac
Schedule 1 ▸ Continuity of Reserves and Reserve Funds

Draft

For the year ended December 31	(Note 20) Budget	2020	2019
	$	**$**	$
Net Transfers From / (To) Other Funds			
Transfers from operations	3,662,440	**4,933,750**	5,945,372
Transfers to capital acquisitions	(6,302,898)	**(3,100,999)**	(2,472,692)
Total Net Transfers	(2,640,458)	**1,832,751**	3,472,680
Reserves and Reserve Fund Balances, Change in Year	(2,640,458)	**1,832,751**	3,472,680
Reserves and Reserve Fund Balances, Beginning of Year	20,153,956	**20,153,956**	16,681,276
Reserves and Reserve Fund Balances, End of Year	17,513,498	**21,986,707**	20,153,956

Composition of Reserves and Reserve Funds

For the year ended December 31	2020	2019
	$	$
Reserves set aside for specific purposes by Council:		
Fiscal		
▸ for working capital	**5,871,207**	6,432,386
▸ for election	**57,389**	31,739
▸ for building inspection	**895,589**	906,863
	6,824,185	7,370,988
Equipment and Infrastructure		
▸ for global	**6,755,678**	6,132,396
▸ for vertical	**1,259,324**	1,190,383
▸ for roadways	**892,623**	839,249
▸ for linear	**743,538**	43,538
▸ for rolling stock	**2,063,795**	1,902,713
▸ for future landfill closing	**500,956**	426,307
▸ for water infrastructure	**1,243,116**	1,026,014
▸ for stabilization	**1,703,492**	1,222,368
	15,162,522	12,782,968
Total Reserves	**21,986,707**	20,153,956

Township of South Frontenac
Schedule 2 ▸ 2020 Tangible Capital Assets

Draft

Asset Class	Cost 01/01/20	Additions	(Disposals)	**Cost 31/12/20**
	$	$	$	**$**
Land	3,194,772	346,833	---	**3,541,605**
Land Improvements	2,368,362	114,124	---	**2,482,486**
Buildings & Building Improvements	15,359,458	775,085	---	**16,134,543**
Vehicles, Machinery & Equipment	15,586,311	1,094,955	(178,449)	**16,502,817**
Linear Assets				
Roads	150,804,410	5,158,652	---	**155,963,062**
Bridges	12,469,079	725,100	---	**13,194,179**
Sidewalks	248,500	---	---	**248,500**
Water infrastructure	9,445,218	2,825	---	**9,448,043**
Construction in Progress	1,740,278	1,042,144	---	**2,782,422**
Frontenac Community Arena	993,232	202,093	---	**1,195,325**
	212,209,620	9,461,811	(178,449)	**221,492,982**

Asset Class	Accumulated Amortization 01/01/20	Amortization	(Disposals)	**Accumulated Amortization 31/12/20**	**Net Book Value 31/12/20**
	$	$	$	**$**	**$**
Land	---	---	---	---	**3,541,605**
Land Improvements	894,234	121,802	---	**1,016,036**	**1,466,450**
Buildings & Building Improvements	4,152,805	392,709	---	**4,545,514**	**11,589,029**
Vehicles, Machinery & Equipment	8,882,208	868,879	(172,663)	**9,578,424**	**6,924,393**
Linear Assets					
Roads	98,246,047	4,466,612	---	**102,712,659**	**53,250,403**
Bridges	5,656,069	192,365	---	**5,848,434**	**7,345,745**
Sidewalks	93,897	3,973	---	**97,870**	**150,630**
Water infrastructure	1,961,649	184,535	---	**2,146,184**	**7,301,859**
Construction in Progress	---	---	---	**---**	**2,782,422**
Frontenac Community Arena	365,912	37,430	---	**403,342**	**791,983**
	120,252,821	6,268,305	(172,663)	**126,348,463**	**95,144,519**

Township of South Frontenac
Schedule 2 ▸ 2019 Tangible Capital Assets

Draft

Asset Class	Cost 01/01/19	Additions	(Disposals)	**Cost 31/12/19**
	$	$	$	**$**
Land	3,194,772	---	---	**3,194,772**
Land Improvements	1,968,004	400,358	---	**2,368,362**
Buildings & Building Improvements	14,918,547	440,911	---	**15,359,458**
Vehicles, Machinery & Equipment	15,355,459	793,238	(562,386)	**15,586,311**
Linear Assets				
Roads	147,055,151	3,749,259	---	**150,804,410**
Bridges	12,068,375	400,704	---	**12,469,079**
Sidewalks	248,500	---	---	**248,500**
Water infrastructure	9,253,959	191,259	---	**9,445,218**
Construction in Progress	1,155,545	584,733	---	**1,740,278**
Frontenac Community Arena	899,184	94,048	---	**993,232**
	206,117,496	6,654,510	(562,386)	**212,209,620**

Asset Class	Accumulated Amortization 01/01/19	Amortization	(Disposals)	**Accumulated Amortization 31/12/19**	**Net Book Value 31/12/19**
	$	$	$	**$**	**$**
Land	---	---	---	---	**3,194,772**
Land Improvements	380,344	513,890	---	**894,234**	**1,474,128**
Buildings & Building Improvements	3,773,348	379,457	---	**4,152,805**	**11,206,653**
Vehicles, Machinery & Equipment	8,521,333	850,725	(489,850)	**8,882,208**	**6,704,103**
Linear Assets					
Roads	93,930,888	4,315,159	---	**98,246,047**	**52,558,363**
Bridges	5,466,794	189,275	---	**5,656,069**	**6,813,010**
Sidewalks	89,924	3,973	---	**93,897**	**154,603**
Water infrastructure	1,791,060	170,589	---	**1,961,649**	**7,483,569**
Construction in Progress	---	---	---	**---**	**1,740,278**
Frontenac Community Arena	335,510	30,402	---	**365,912**	**627,320**
	114,289,201	6,453,470	(489,850)	**120,252,821**	**91,956,799**

The accompany notes are an integral part of these consolidated financial statements.

Draft

INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers
of the Corporation of the Township of South Frontenac:

Opinion

We have audited the financial statements of the Corporation of the Township of South Frontenac trust funds (the 'Entity'), which comprise:

- the statement of financial position as at December 31, 2020;
- the statement of financial activities for the year then ended;
- and the notes to the financial statements, including a summary of significant accounting policies;

(Hereinafter referred to as the 'financial statements').

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2020, and its financial activities for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***'Auditors' Responsibilities for the Audit of the Financial Statements'*** section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis of our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Allan and Partners LLP
Chartered Professional Accountants
Licensed Public Accountants

Perth, Ontario
June 15, 2021.

Township of South Frontenac
Trust Funds
Statement of Financial Position

Draft

December 31	Portland Historical Society	Fire	Cemetery Perpetual Care	Monument Perpetual Care	Muriel Burns	OHRP	Grant Family Memorial Endowment	**2020**	2019
	$	$	$	$	$	$	$	**$**	$
ASSETS									
Cash									
Investments	13,262	19,013	30,335	15,767	25,000	---	26,736	**130,113**	106,209
Term deposits	---	---	494,816	82,546	---	---	---	**577,362**	578,267
Long term notes receivable	6,615	---	---	---	---	---	---	**6,615**	7,039
	---	---	---	---	---	4,175	---	**4,175**	4,175
	19,877	19,013	525,151	98,313	25,000	4,175	26,736	**718,265**	695,690
LIABILITIES									
FundBalance	19,877	19,013	525,151	98,313	25,000	4,175	26,736	**718,265**	695,690

Statement of Financial Activities

For the year ended December 31	Portland Historical Society	Fire	Cemetery Perpetual Care	Monument Perpetual Care	Muriel Burns	OHRP	Grant Family Memorial Endowment	**2020**	2019
	$	$	$	$	$	$	$	**$**	$
REVENUES									
Sales of Perpetual Care	---	---	12,250	2,450	---	---	---	**14,700**	14,800
Donations	4,711	542	---	---	---	---	---	**5,253**	1,100
Interest earned	196	219	12,490	1,877	---	---	330	**15,112**	26,374
	4,907	761	24,740	4,327	---	---	330	**35,065**	42,274
EXPENSES									
Transfer to Operating Fund	---	---	12,490	---	---	---	---	**12,490**	13,093
NET REVENUES FOR THE YEAR	4,907	761	12,250	4,327	---	---	330	**22,575**	29,181
BALANCE AT THE BEGINNING OF THE YEAR	14,970	18,252	512,901	93,986	25,000	4,175	26,406	**695,690**	666,509
BALANCE AT THE END OF THE YEAR	19,877	19,013	525,151	98,313	25,000	4,175	26,736	**718,265**	695,690

The accompanying notes are an integral part of these financial statements.

Township of South Frontenac
Trust Funds
Notes to the Financial Statements

December 31, 2020

Draft

1. Significant Accounting Policies

The financial statements of the Corporation of the Township of South Frontenac Trust Funds are prepared by management in accordance with Canadian Public Sector Accounting Standards.

Basis of Accounting

These statements reflect the assets, liabilities, revenues and expenses of the Trusts.

Revenue Recognition

Revenues and expenses are recorded on an accrual basis. The accrual basis recognizes revenue as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Measurement Uncertainty

The preparation of financial statements in conformity with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Actual results could differ from those estimates. These estimates are reviewed periodically and as adjustments become necessary, they are recorded in the financial statements in the period in which they become known.

2. Ontario Home Renewal Program (O.H.R.P.)

The Ontario Home Renewal Program was established by the Ontario Ministry of Housing in 1973 to provide grants for municipalities to make loans to assist owner occupants to repair, rehabilitate and improve their homes to local property standards. Individual loans are limited to $7,500 of which the maximum forgivable portion is $4,000.

Ontario Home Renewal Program loans receivable at December 31, 2020 are comprised of repayable loans of $4,175 (2019 $4,175) and forgiveable loans of $Nil (2019 $Nil). Loan forgiveness is earned and recorded at a rate of up to $600 per year of continued ownership and occupancy. In the event of the sale or lease of the home or in the event of the homeowner ceasing to occupy the home, the balances of the repayable loan and the unearned forgiveable loan immediately become due and payable by the homeowner.

The OHRP program was discontinued by the Ontario Ministry of Housing in July 1993. At that time the Ministry requested the repayment of all trust funds held by the Township. The cash accumulated in the trust fund is being repaid to the Ministry on an annual basis.

3. Monument Perpetual Care

Perpetual care receipts are reported on the cash basis of accounting and interest income is reported on the accrual basis of accounting. The capital balance of monument perpetual care includes the original capital contributions received as well as accumulated unspent income on the capital contributions received. The unspent income of $27,754 (2019 $25,878) is available for future expenses related to monument perpetual care.

Tonight’s public meeting is held to hear Zoning By-law Amendment Applications Z-21-05 and Z-21-07.

If a person or public body does not make oral or written submissions at this public meeting, or make written submissions to South Frontenac Township before the by-law is passed, the person or public body may not be added to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

Anyone who wishes to be notified must submit a written request to the Clerk” via email at amaddocks@southfrontenac.net and by doing so this will also entitle you to be advised of a possible Local Planning Appeal Tribunal.

To clarify, anyone may appeal the decision to the Local Planning Appeal Tribunal by filing with the Clerk within 20 days of the notice of decision.

An appeal to the Local Planning Appeal Tribunal may be filed with the Clerk of the Township not later than 20 days after the day that the notice of decision was given. The notice of appeal must set out the objection to the by-law and the reasons in support of the objection, accompanied by the required fee.

REPORT TO COUNCIL

DEVELOPMENT SERVICES

Public Meeting Report – Zoning By-law Amendment

Report Date:	June 8, 2021
Application No:	Z-21-05
Owner:	Catherine Reynolds
Agent:	Gary Beach
Location of Property:	5056 Battersea Road, Battersea, Storrington District
Purpose of Application:	Rezone from Urban Residential First Density (UR1) to Urban Residential First Density – Special Provision (UR1-XX and UR1-XX-H)
Date of Public Meeting:	June 15, 2021 (Virtual Public Meeting)

Recommendation

This report is for information only.

Consistent with Council's Procedural By-law, Council will receive comments from the public on application Z-21-05 and staff will bring a more detailed report considering public comments and making a recommendation to a future meeting.

Proposal

An application was submitted to amend Zoning By-law No. 2003-75 to rezone the subject property from Urban Residential First Density (UR1) to Urban Residential First Density – Special Provision (UR1-XX and UR1-XX-H).

Background

The subject property is located within the Battersea Settlement Area, and has frontage on Battersea Road. The lands are developed with a single detached dwelling and a barn. The lands are currently zoned Urban Residential First Density (UR1). Attachment 1 to this reports shows the location of the subject property relative to local landmarks.

The subject lands are subject to consent application S-08-20-S to create one residential lot. Provisional approval of the consent application was granted subject to conditions by the Committee of Adjustment on November 12, 2020. Conditions 9 and 10 require these lands to be rezoned.

The new residential lot (severed parcel) consists of approximately 0.8 hectares (2 acres) of land with 61 metres of frontage on Battersea Road. The dwelling and barn are located on the severed parcel. The zone on the severed parcel needs to be changed to a UR1 Special Provision to recognize that the parcel would have less than the required minimum 76 metres of frontage on Battersea Road.
The retained parcel consists of approximately 12.7 hectares (31.5 acres) of vacant land with 20 metres of frontage on Battersea Road. The lands consist primarily of farmland

and forest. The retained parcel is intended to be used to assemble lands for future development. The zone on the retained parcel needs to be changed to UR1 Special Provision to recognize that the parcel would have less than the required minimum 76 metres of frontage on Battersea Road. The frontage of the retained parcel is sufficient to accommodate a future road that can provide access to the retained lands and has the potential to connect to other lands proposed for development in this area of Battersea. A future road would be required to be established via a plan of subdivision. A holding symbol must be placed on the zone in order to prohibit any building or development until such time as a subdivision agreement is entered between the owner of the lands and South Frontenac Council for the lands.

Attachment 2 to this report is a draft by-law.

Department, Agency and Public Comments

Comments from departments, agencies and the public are summarized in this section of this report.

Public Services and Cataraqui Conservation were not circulated the rezoning application, as they had no objection to the approval of consent application S-08-20-S when they reviewed it in 2020.

The Building Department was also not circulated the rezoning application, as it has no implications for sewage systems. KFL&A Public Health had no objection to the approval of consent application S-08-20-S when they reviewed it in 2020. They were satisfied at that time that the retained parcel would be capable of providing flexibility in siting a sewage disposal system.

Public Comments

Chris Chesbro (5088 Battersea Road) provided a verbal indication to Planning staff that he has no objection to this application. However, he does not support the potential development of a subdivision on the retained parcel.

Under the Planning Act, a public meeting is required to be held to receive comments from citizens on the proposed rezoning. The province has provided direction that public meetings are able to be held virtually using technology such as Zoom to obtain public input on planning applications. The public meeting for application Z-21-05 will be a virtual public meeting.

Further public comments may be provided through the virtual public meeting.

Planning Analysis

Provincial Policy Statement, 2020

The Provincial Policy Statement, 2020 (PPS) provides policy direction on matters of provincial interest related to land use planning and development. Section 3 of the Planning Act requires that Council decisions be “consistent with” the PPS.

The PPS promotes efficient land use and development patterns that support strong, liveable and healthy communities, protect the environment and public health and safety, and facilitate economic growth.

The Committee of Adjustment had consideration for the 2020 PPS in its decision to approve consent application S-08-20-S. The proposal is consistent with the 2020 PPS. Specifically, section 1.1.3 which indicates that appropriate development standards should be promoted which facilitate intensification, redevelopment and compact form in settlement areas, while avoiding or mitigating risks to public health and safety.

County of Frontenac Official Plan, 2016

The County of Frontenac Official Plan sets out the general direction for planning and development by defining strategic goals, broad objectives and policies. Section 3 – Growth Management sets outs policies intended to help guide new development across the County as well as manage change at a regional level. The Settlement Area policies note that efficient development patterns and road connections will be encouraged in Settlement Areas to optimize public services and to make the most efficient use of land and resources.

The proposal is consistent with the direction of the County Official Plan.

Township of South Frontenac Official Plan, 2003

The subject property is located in Battersea, which is a designated Settlement Area. In the Official Plan on Schedule A. In accordance with the Provincial Policy Statement 2020 and the County of Frontenac Official Plan, the Township of South Frontenac Official Plan intends for a majority of new growth to be directed to existing settlement areas where it can be supported by appropriate servicing.

The reduced road frontage for the severed parcel is appropriate as the parcel is located in a settlement area where growth is encouraged, and is in keeping with the character of Battersea. A 20 metre road frontage is appropriate for the retained parcel given the intent for this frontage to become a road that would be developed through a future plan of subdivision. The Township requires a standard 20 metre wide road allowance, as per the Road and Lane Standard Cross-Section Policy.

Any future lot creation from the retained parcel must occur by plan of subdivision to ensure the orderly development of the land. The purpose of the Holding (-H) symbol is to prohibit building or development on the retained parcel until such time as a

subdivision agreement between the property owner and the Township has been executed and registered on title.

To date, a plan of subdivision application has not been submitted and there are no immediate plans to develop the retained parcel. Should a plan of subdivision application be submitted, numerous studies including a hydrogeological assessment, terrain analysis, environmental impact assessment, species at risk assessment and traffic impact study would be required. The concerns raised by the public through the consent and rezoning application processes would be considered and addressed through the plan of subdivision process. Landowners within 120 metres of the plan of subdivision would be notified of any future plan of subdivision application.

A decision on a future plan of subdivision would be made by the County of Frontenac with input from South Frontenac Council and would go through a fulsome public consultation process. Comments and concerns raised by the public would be addressed through the plan of subdivision process.

Summary

This rezoning application is consistent with the Provincial Policy Statement 2020, the County of Frontenac Official Plan, and the Township of South Frontenac Official Plan. It also represents appropriate planning for the subject lands. Use of a Holding symbol will prohibit buildings and structures on the retained parcel, ensuring the future orderly development of the retained parcel following fulsome study, public consultation, reviews and approval through the plan of subdivision process.

A report with a recommendation will be brought to a future Council meeting.

Prepared by: Christine Woods, MCIP, RPP, Senior Planner

Submitted/approved: Claire Dodds, MCIP, RPP, Director of Development Services

Approved by: Neil Carbone, CAO

Date of Site Visit: May 25, 2021

Attachments:

1. Location Map
2. Draft By-law 2021-XX

Public Meeting
Z-21-05

Applicant: Catherine Reynolds
Agent: Gary Beach
Property: 5056 Battersea Road, Storrington District

Tuesday, June 15, 2021

7:00 p.m. Virtual Public Meeting

South Frontenac Council

South Frontenac

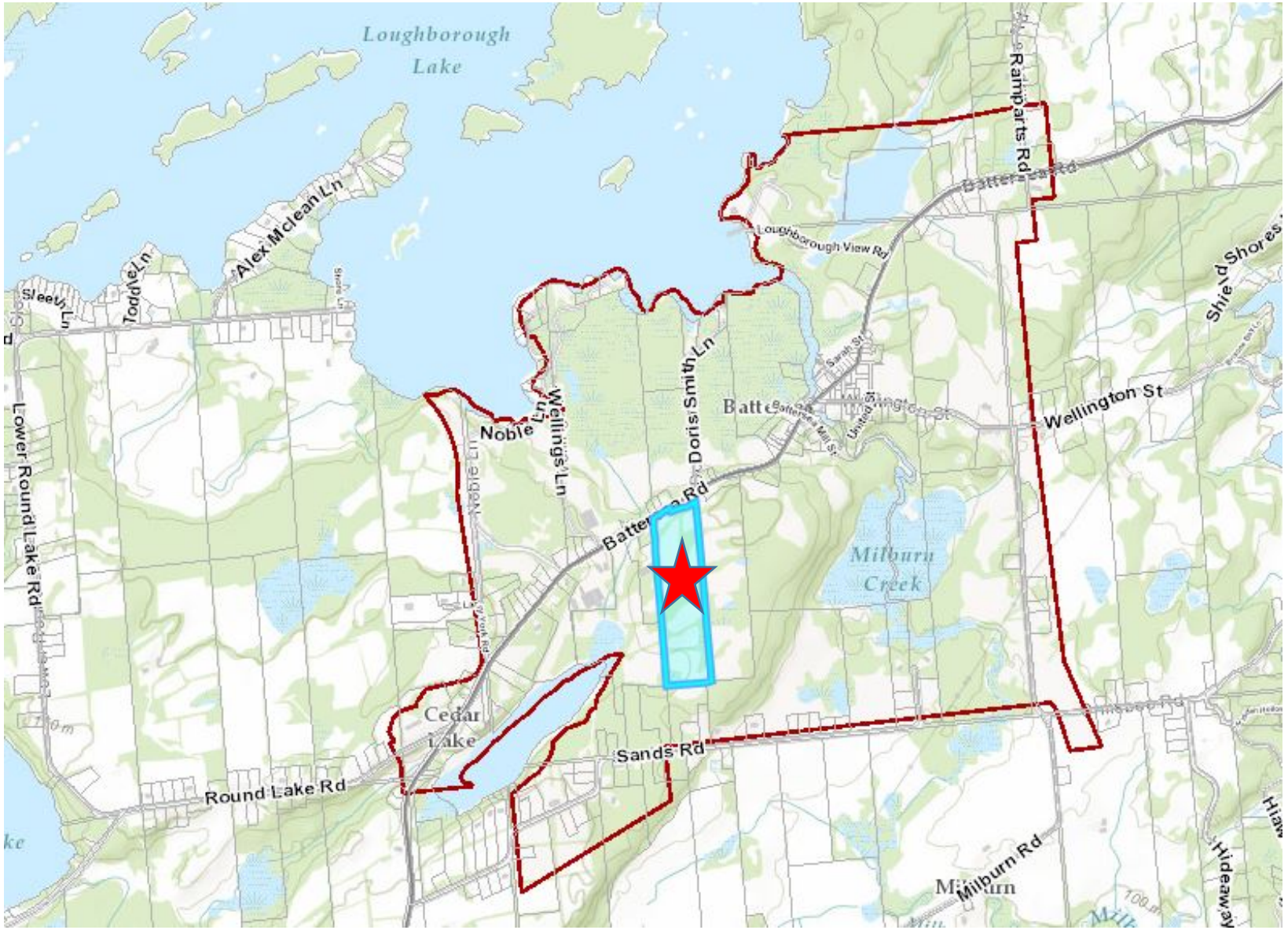
Public Meeting Statement

- The purpose of this public meeting is to hear comments on Zoning By-Law Amendment application Z-21-05.
- If a person or public body does not make oral or written submissions at a public meeting, or make written submissions to South Frontenac Township before the by-law is passed, the person or public body may not be added to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.
- If you wish to be notified of the decision of Council in respect to the application, you must submit a written request to the Clerk via email at amaddocks@southfrontenac.net. This will also entitle you to be advised of a possible Local Planning Appeal Tribunal.
- Anyone may appeal the decision to the Local Planning Appeal Tribunal by filing with the Clerk within 20 days of the notice of decision.
- An appeal to the Local Planning Appeal Tribunal may be filed with the Clerk of the Township not later than 20 days after the day that the notice of decision was given. The notice of appeal must set out the objection to the by-law and the reasons in support of the objection, accompanied by the required fee.

Agenda for Public Meeting

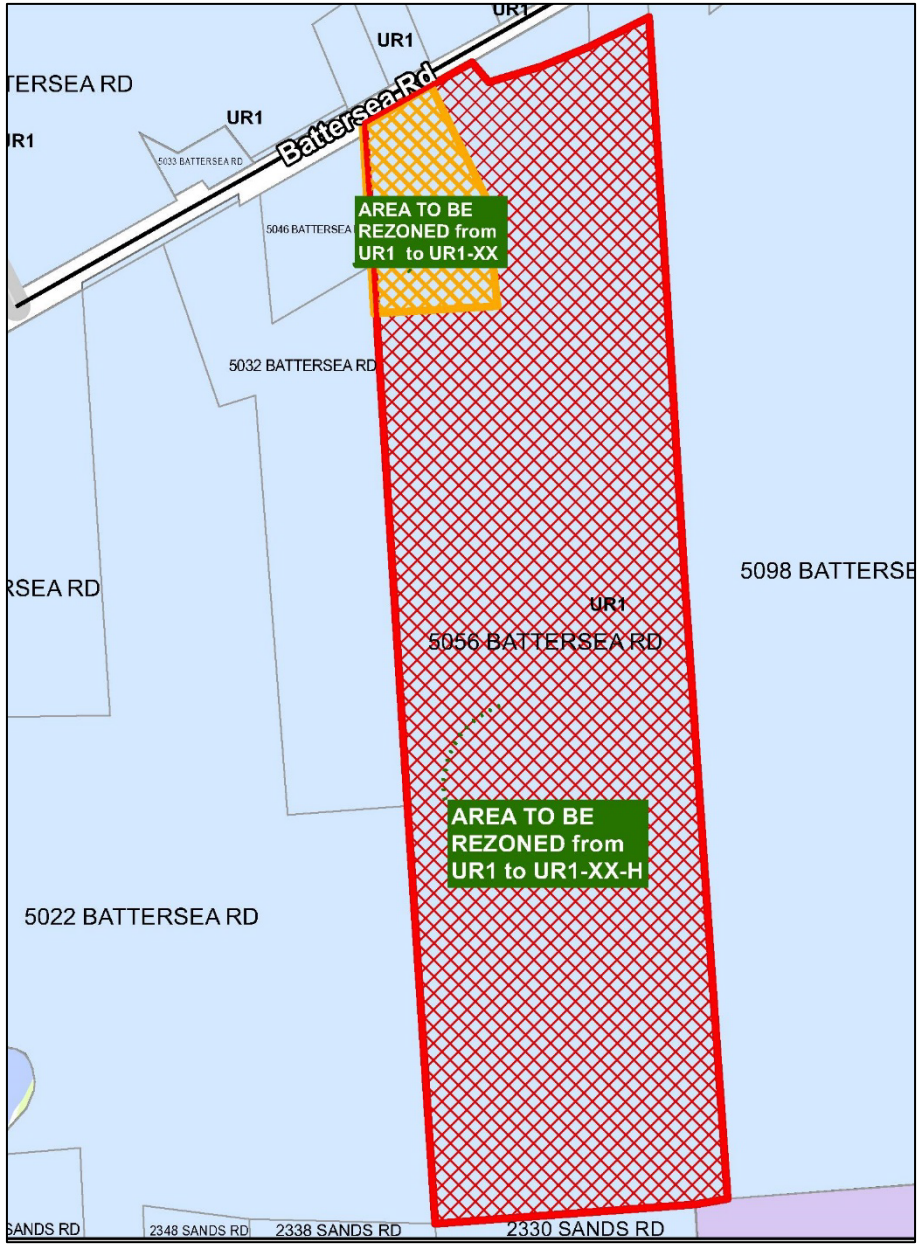
- Planner reviews proposal and delivers report
- Questions from Council
- Comments from Applicant/Owner, Agent and the Public
- Comments/Questions from Council
- Close Public Meeting

Location


Loughborough Lake
Alex Mclean Ln
Todd Ln
Steel Ln
Lower Round Lake Rd
Noble Ln
Wellings Ln
Doris Smith Ln
Ramparts Rd
Loughborough View Rd
Wellington St
Milburn Creek
Cedar Lake
Sands Rd
Round Lake Rd
Milburn Rd

Proposal

- Rezone from UR1 to UR1-XX and UR1-XX-H
- Recognize reduced frontages
- Prohibit development on retained parcel until subdivision agreement in place



Frontage of severed parcel (5056 Battersea Road)

Frontage of retained parcel on Battersea Road

Retained parcel

Department and Public Comments

- Building Department (Sewage System Review) / KLF&A Public Health – no objection to consent application
- Public Services – no objection to consent application
- Cataraqui Conservation – no objection to consent application
- Chris Chesbro (5088 Battersea Road)
  - Does not support proposal for a future subdivision

Policy Framework

Provincial Policy Statement

Frontenac County Official Plan

Township of South Frontenac Official Plan

Direct majority of new growth to settlement areas

Holding (-H) Symbol

Prohibits buildings and development
Ensures orderly development of land

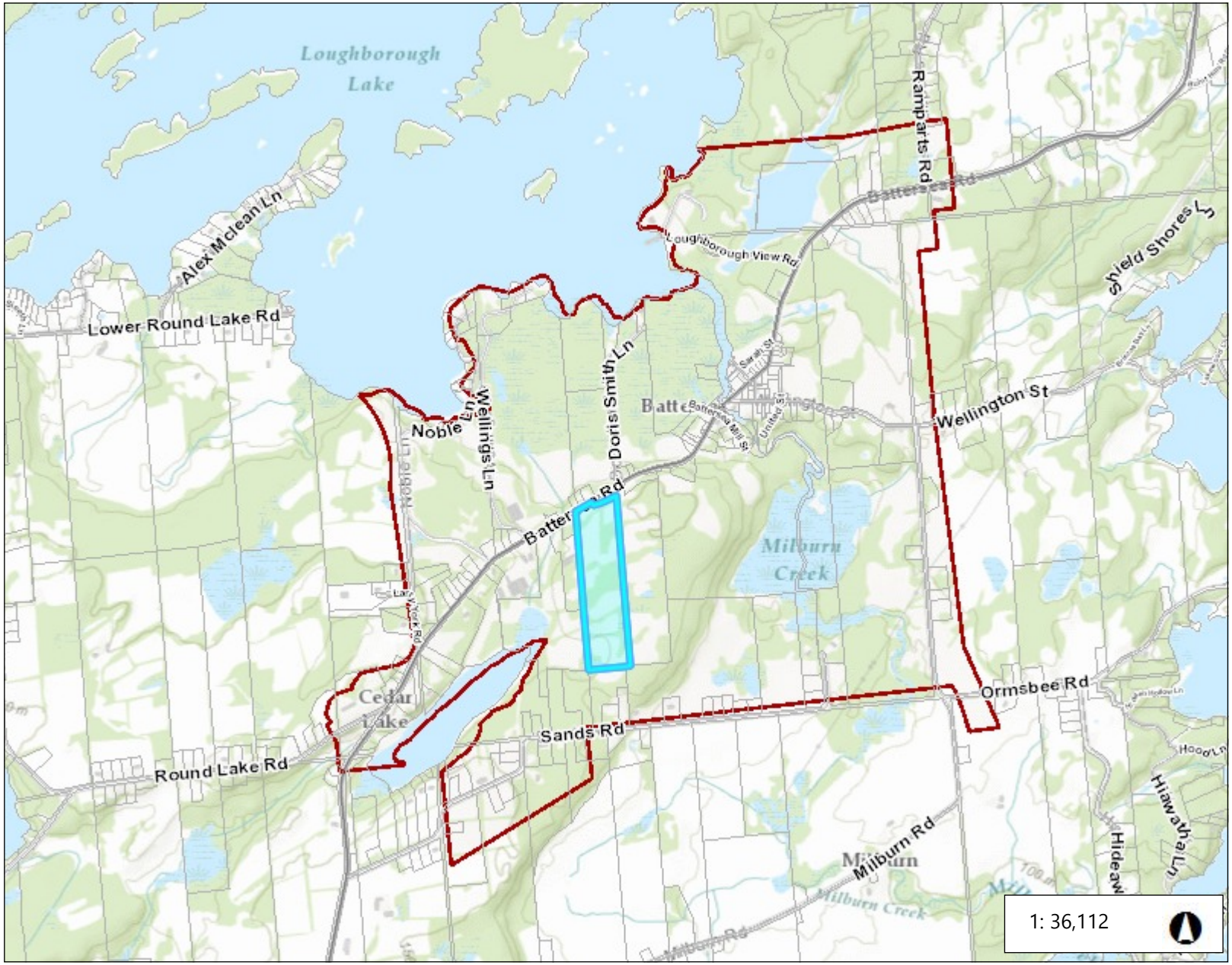
Recommendation and Next Steps

- It is recommended that South Frontenac Council receive comments from the public and pending comments received, direct staff to prepare a by-law to rezone the subject lands from Urban Residential First Density (UR1) to Urban Residential First Density – Special Provision (UR1-XX and UR1-XX-H) to recognize the reduced lot frontages of the severed and retained parcels and to establish a holding symbol on the retained parcel that would prohibit any building or development until such time as a subdivision agreement is entered between the owner of the lands and South Frontenac Council for the lands.
- Planning staff will bring forward a report providing a further recommendation and by-law to an upcoming Council meeting for consideration.

Questions and Comments

- Questions from Council
- Comments from Applicant/Owner, Agent and the Public
- Comments/Questions from Council

FRONTENAC | Attachment 1. Location Map of 5056 Battersea Road



Legend

Road
- Highway
- Major Road
- Secondary Road
- Ferry Route

Assessment Parcels

Settlement Area

Citations

Notes

Z-21-05

1.8 0 0.92 1.8 Kilometers

WGS_1984_Web_Mercator_Auxiliary_Sphere

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THIS MAP IS NOT TO BE USED FOR NAVIGATION

TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2021-##

BEING A BY-LAW TO AMEND BY-LAW 2003-75, AS AMENDED, TO REZONE LAND FROM URBAN RESIDENTIAL FIRST DENSITY (UR1) TO URBAN RESIDENTIAL FIRST DENSITY – SPECIAL PROVISION (UR1-XX AND UR1-XX-H) ON LANDS DESCRIBED AS 5056 BATTERSEA ROAD, PART OF LOT 9, CONCESSION 9, DISTRICT OF STORRINGTON: REYNOLDS

WHEREAS pursuant to the provisions of Section 34 of the *Planning Act*, RSO 1990 as amended, the Council of a Municipality may enact by-laws regulating the use of land and the erection, location and use of buildings and structures thereon;

AND WHEREAS By-law 2003-75 being the Zoning By-law regulates the use of land and the erection, location and use of buildings and structures within the Township of South Frontenac;

AND WHEREAS the Council of the Corporation of the Township of South Frontenac considered all written and oral submissions received on this application, the effect of which helped Council make an informed decision;

NOW THEREFORE, the Council of the Corporation of the Township of South Frontenac, hereby enacts as follows:

1. **THAT** Schedule "H", to Zoning By-law Number 2003-75 as amended, is hereby further amended by changing the zoning from Urban Residential First Density (UR1) to Urban Residential First Density – Special Provision (UR1-XX and UR1-XX-H) for the lands shown on Schedule "1".

2. **THAT** Zoning By-law number 2003-75 as amended is hereby further amended by adding a new section UR1-XX (5056 Battersea Road, Part of Lot 9, Concession 9, District of Storrington – Reynolds) immediately after the last Urban Residential First Density – Special Provision section to read as follows:

   UR1-XX (5056 Battersea Road, Part of Lot 9, Concession 9, District of Storrington – Reynolds)

   Notwithstanding the provisions of Section 14 or any other provision of this By-law to the contrary, on the lands zoned Special Urban Residential First Density (UR1-XX), the following provisions apply:

   - *Lot Frontage (Minimum)* *60 Metres (196.8 ft.)*

   All other provisions of this by-law shall apply.

3. **AND THAT** Zoning By-law number 2003-75 as amended is hereby further amended by adding a new section UR1-XX-H (Part of Lot 9, Concession 9, District of Storrington – Reynolds) immediately after UR1-XX (5056 Battersea Road, Part of Lot 9, Concession 9, District of Storrington – Reynolds) to read as follows:

   UR1-XX-H (Part of Lot 9, Concession 9, District of Storrington – Reynolds)

   Notwithstanding the provisions of Section 14 or any other provision of this By-law to the contrary, on the lands zoned Special Urban Residential First Density (UR1-XX-H), the following provisions apply:

   - *Lot Frontage (Minimum)* *20 Metres (66 ft.)*

   The holding ("H") symbol shall prohibit the construction of any buildings or development on the parcel until such time as a plan of subdivision agreement is entered into between the property owner and the Township to ensure the orderly development of the lands zoned UR1-XX-H. Upon entering into a plan of

DRAFT

subdivision agreement – a by-law may be passed in order to remove the holding ("H") symbol.

All other provisions of this by-law shall apply.

4. THIS BY-LAW shall come into force in accordance with Section 34 of the Planning Act, 1990, as amended, either upon the date of passage or as otherwise provided by said Section 34.

Dated at the Township of South Frontenac this ##th day of MONTH, 2021.

Read a first and second time this ##th day of MONTH, 2021.

Read a third time and finally passed this ##th day of MONTH, 2021.

THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC

_____
Ron Vandewal, Mayor

_____
Angela Maddocks, Clerk

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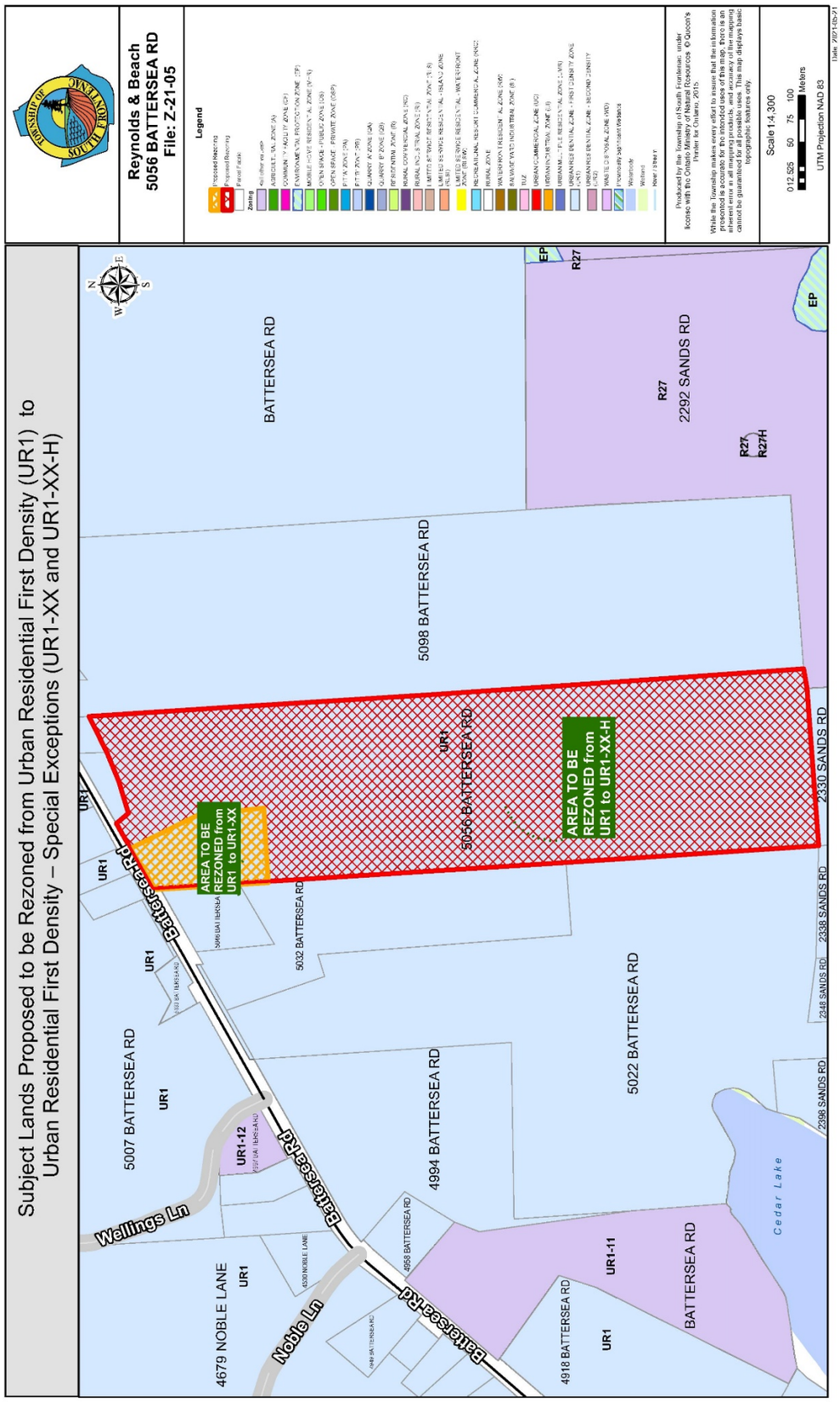
Schedule 1

This is Schedule “1” to By-law No. 2021- XX.



Passed this ##th day of MONTH, 2021

_____

Ron Vandewal, Mayor

_____

Angela Maddocks, Clerk

REPORT TO COUNCIL

DEVELOPMENT SERVICES

Public Meeting Report – Zoning By-law Amendment

Report Date:	June 8, 2021
Application No:	Z-21-07
Owner:	Scott and Dulande Joaquin
Location of Property:	1127 Cliffside Drive, Loughborough District
Purpose of Application:	Rezone from Rural (RU) to Rural – Special Provision (RU-XX)
Date of Public Meeting:	June 15, 2021 (Virtual Public Meeting)

Recommendation

This report is for information only.

Consistent with Council's Procedural By-law, Council will receive comments from the public on application Z-21-07 and staff will bring a more detailed report considering public comments and making a recommendation to a future meeting.

Proposal

An application was submitted to amend Zoning By-law No. 2003-75 to rezone the subject property from Rural (RU) to Rural – Special Provision (RU-XX).

Background

The subject property is 0.7 hectares (1.74 acres) in area. The lands are developed with a single detached dwelling and two small sheds. The existing sewage system is located near the dwelling, between the dwelling and Cliffside Drive. The lands consist of lawn with wooded areas to the south and north. Attachment 1 to this report is a map showing the location of the property relative to local landmarks.

The Owner proposes to establish an additional residential unit in an ancillary (accessory, detached) building for a family member. The approximately 887 square foot ancillary building would be located to the south of the existing dwelling, between the dwelling and Cliffside Drive. It would be setback approximately 25 metres from the front lot line (Cliffside Drive). The ancillary building would be located approximately 6 metres from the southern property line. The dwelling and the additional residential unit in an ancillary building would share the existing driveway, well and hydro connection. The additional dwelling unit would have its own sewage system, south of the building, due to the building's location relative to the existing sewage system and the cost associated with upgrading the existing system. The submitted sketch shows an alternative location for the ancillary building on the north side of the dwelling. Attachment 2 to this report is a sketch of buildings on the property.

The Owner has requested a zoning by-law amendment to change the Rural (RU) zone on the subject lands to Rural – Special Provision (RU-XX). The special provision is

requested to permit an additional dwelling unit in an ancillary building on the property and in the front yard.

Public Comments

Xavier and Eathamma Parayankuzhiyil (1110 Cliffside Drive) have expressed objection to the rezoning for three reasons. First, that it would set a precedent for other properties on the street which could lead to changing the population density of the area. Second, allowing an additional residential unit compromises the consistency and desirability of the neighbourhood and could negatively affect property values. And third, they note the area may not be suitable for an additional septic system as the property is prone to surface flooding in the spring. They suggested that a granny suite attached to the dwelling is a more suitable solution.

Under the Planning Act, a public meeting is required to be held to receive comments from citizens on the proposed rezoning. The province has provided direction that public meetings are able to be held virtually using technology such as Zoom to obtain public input on planning applications. The public meeting for application Z-21-07 will be a virtual public meeting.

Further public comments may be provided through the virtual public meeting.

Preliminary Planning Analysis

The Planning Act was amended in September 2019 by Bill 108 to permit additional residential units on a property which contains a detached house, semi-detached house or rowhouse. A second residential unit may be permitted within these structures, and an additional residential unit may be permitted in a building or structure ancillary to the house on the same property. This amendment to the Planning Act, once implemented in an official plan and zoning by-law, supports the accommodation of affordable housing in local municipalities.

The Township Official Plan does not provide specific direction on how many dwellings or dwelling units may be permitted on a property. In this situation, one must look to the Planning Act and the Provincial Policy Statement for direction. As indicated above, the accommodation of affordable housing through additional residential units is required under the provisions of the Planning Act.

In the absence of Official Plan policies, the Township looks to the information published by the Province in the Second Unit Info Sheet (Ministry of Municipal Affairs, Spring 2017) and to recent amendments to the Planning Act. The Info Sheet describes what an additional residential unit is, and provides considerations for where it may be appropriate to permit these units. These considerations include locations that are not prone to flooding or other natural hazards, locations on roads that are maintained year-round and accessible by Emergency Services, as well as demonstrating that on-site water and sewage services have sufficient capacity for the additional dwelling unit.

Ensuring residential uses are not located in areas that are prone to flooding is an important consideration. Based on the observations of seasonal flooding raised by members of the public, and a further review of aerial photography, Planning staff will consult further with the Public Services and Building Services to determine whether the proposed location for the additional dwelling unit and the required sewage system is appropriate for the proposed use.

As indicated above, the submitted sketch shows an alternative location for the ancillary building on the north side of the dwelling. Planning staff are not supportive of the alternative location as it is not in proximity to the actively used portion of the property. The alternative location is not practical nor accessible given its distance from the existing driveway (approximately 30 metres) and the need to cross the existing sewage system. The land also appears to be a low-lying area.

The proposed placement of the additional dwelling unit in an ancillary building on the south side of the property within the front yard is contrary to the Zoning By-law, which requires accessory buildings to be located behind the principal building. However, this appears to be the most appropriate location on the property, barring any flooding hazards. If appropriate, a site-specific zone permitting an additional dwelling unit in an ancillary building on the property would also permit the building's location in the front yard.

Staff recommend that this property be subject to site plan control to regulate the specific placement of the ancillary building on the property. Site plan control may also help to address concerns raised by members of the public. For example, by requiring vegetation to be maintained or established between the front lot line and the sewage system to provide visual screening from the road, and regulating the design and placement of the ancillary building.

Site plan control would be required as the Planning Act does not permit conditions to be attached to a decision on a zoning by-law amendment application. Township of South Frontenac Site Plan Control By-law No. 2003-25 may be applied to the subject property, as it contains lands within 300 metres of a Sensitive Lake Trout Lake.

Summary

There are several items that require further review and consideration before Council should consider a by-law to change the zone on the subject property from RU to RU-XX. Planning staff will work with the applicant to obtain further information, and with internal Departments to further evaluate the proposal. A report with a recommendation will be brought to a future Council meeting.

Prepared by: Christine Woods, MCIP, RPP, Senior Planner

Submitted/approved: Claire Dodds, MCIP, RPP, Director of Development Services

Approved by: Neil Carbone, CAO

Date of Site Visit: May 25, 2021

Attachments:

1. Location Map
2. Site & Grading Plan

Public Meeting
Z-21-07

Applicant: Scott and Dulande Joaquin
Property: 1127 Cliffside Drive, Loughborough District

Tuesday, June 15, 2021

7:00 p.m. Virtual Public Meeting

South Frontenac Council

South Frontenac

Public Meeting Statement

- The purpose of this public meeting is to hear comments on Zoning By-Law Amendment application Z-21-07.
- If a person or public body does not make oral or written submissions at a public meeting, or make written submissions to South Frontenac Township before the by-law is passed, the person or public body may not be added to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.
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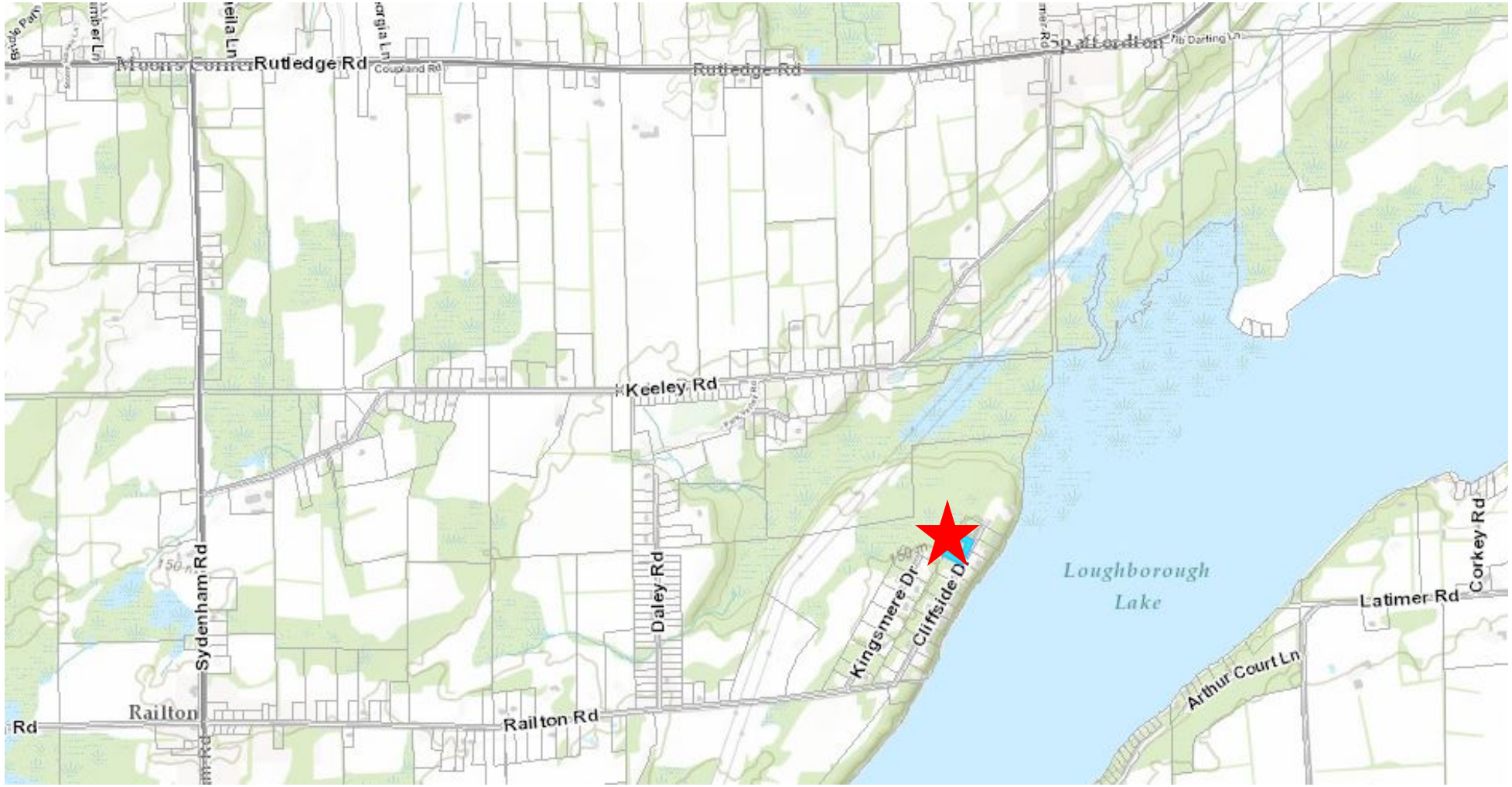
Agenda for Public Meeting

- Planner reviews proposal and delivers report
- Questions from Council
- Comments from Applicant/Owner, Agent and the Public
- Comments/Questions from Council
- Close Public Meeting

Location


Moores Corner
Rutledge Rd
Rutledge Rd
Keeley Rd
Sydenham Rd
Daley Rd
Railton
Railton Rd
Rd
Kingsmere Dr
Cliffside Dr
Loughborough
Lake
Latimer Rd
Corkey Rd
Arthur Court Ln

Proposal

- Rezone from RU to RU-XX
- Permit an additional dwelling unit in an ancillary building

Additional dwelling unit would be located in the trees on the left side of the photo.

Department and Public Comments

- Public Services and Building Services – additional discussion required based on public comment
- Xavier and Eathamma Parayankuzhiyil (1110 Cliffside Drive) object to rezoning
  - it would set a precedent for other properties on the street which could lead to changing the population density of the area
  - allowing an additional residential unit compromises the consistency and desirability of the neighbourhood and could negatively affect property values
  - the area may not be suitable for an additional septic system as the property is prone to surface flooding in the spring
  - They suggested that a granny suite attached to the dwelling is a more suitable solution

Policy Framework

Planning Act	→	Additional residential units permitted
Provincial Policy Statement	→	
Frontenac County Official Plan	→	
Provincial considerations for locating units	→	Need to confirm suitability of location – is it prone to flooding?
Township of South Frontenac Official Plan	→	Supports housing goals

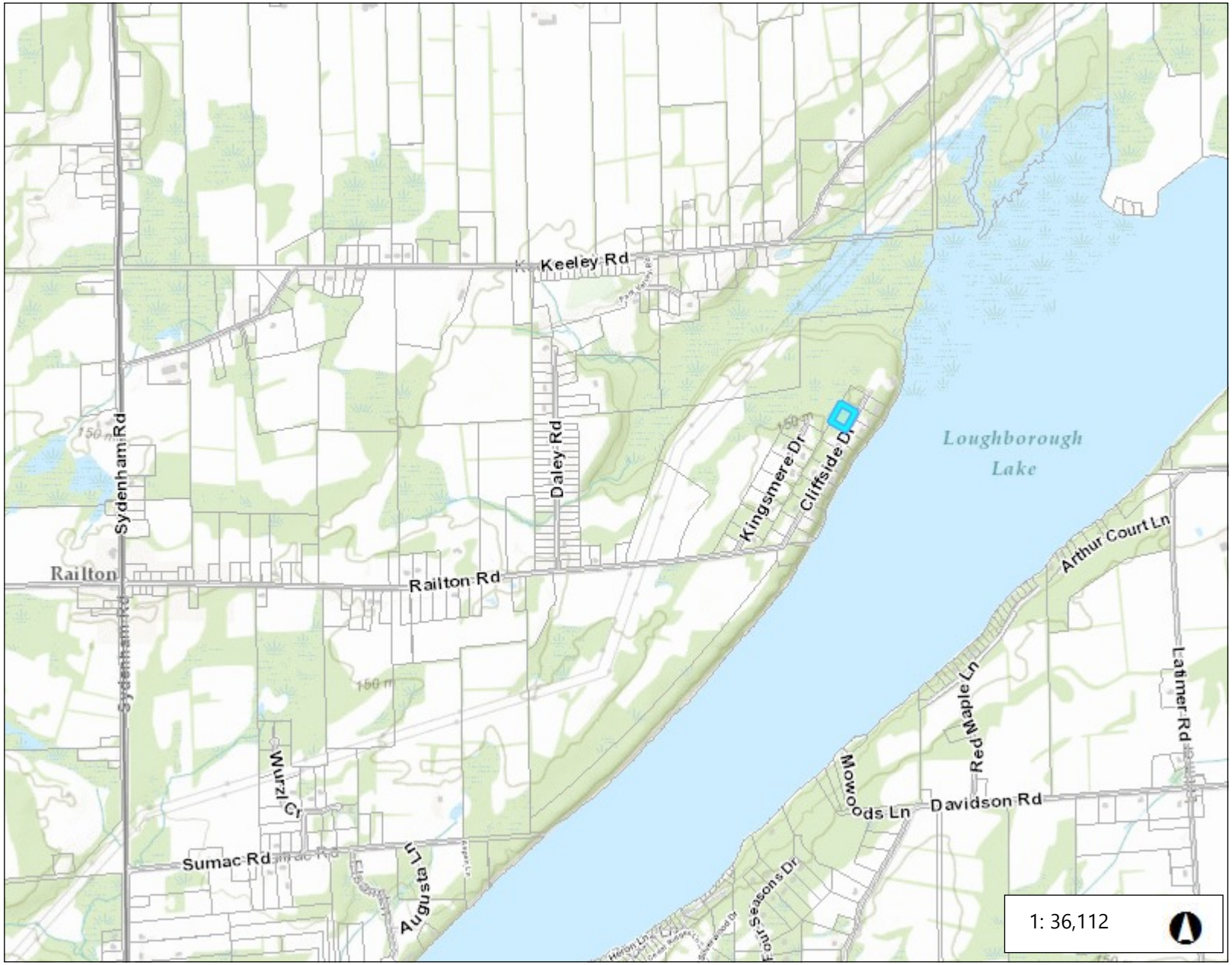
Next Steps

- South Frontenac Council should receive comments from the public
- Planning staff will work with the applicant to obtain further information, and with internal Departments to further evaluate the proposal based on comments received
- A report with a recommendation will be brought to a future Council meeting

Questions and Comments

- Questions from Council
- Comments from Applicant/Owner, Agent and the Public
- Comments/Questions from Council

FRONTENAC | Attachment 1: Location Map 1127 Cliffside Drive



Legend

Road
- Highway
- Major Road
- Secondary Road
- Ferry Route

Assessment Parcels

Citations

Notes

Z-21-07

1.8 0 0.92 1.8 Kilometers

WGS_1984_Web_Mercator_Auxiliary_Sphere

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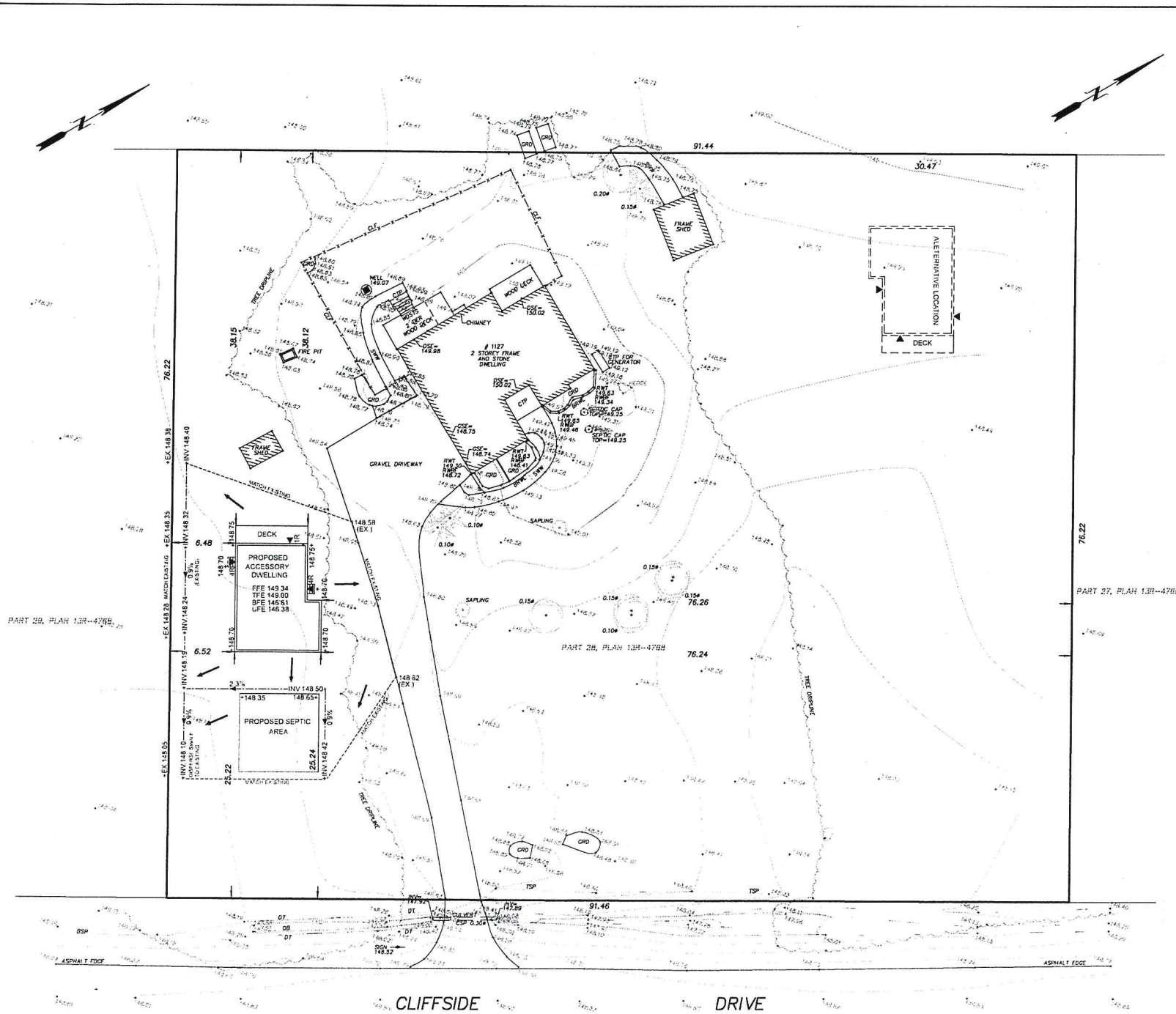
THIS MAP IS NOT TO BE USED FOR NAVIGATION



CAUTION
THIS IS NOT A PLAN OF SURVEY AND SHALL NOT BE USED EXCEPT FOR THE PURPOSE INDICATED IN THE TITLE BLOCK. THE WORK AND DRAWINGS HEREIN WERE COMPLETED FOR THE EXCLUSIVE USE OF OUR CLIENT AND NO LIABILITY IS ASSUMED TO ANY THIRD PARTIES OR SUBSEQUENT OWNERS.

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SITE PLAN/GRADING PLAN OF 1127 CLIFFSIDE DRIVE TOWNSHIP OF SOUTH FRONTENAC

COUNTY OF FRONTENAC

SCALE 1 : 250

0 1 2 3 4 5 10 15

GENERAL NOTES

1. GENERALLY DRIVEWAY TO BE LOCATED TO MAXIMIZE SHEET FLOW DRAINAGE FROM HOUSE, DRIVEWAY, ETC.
2. GENERALLY, DRIVEWAYS TO BE GRADED WITH 2.0% MIN. CROSS FALL.
3. WHERE DITCHING IS REQUIRED, 9.0M MINIMUM 450MM LO-HED EQUIV. CSP'S ARE TO BE INSTALLED UNDER PROPOSED DRIVEWAYS.
4. GENERALLY, HOUSE TO BE CONSTRUCTED UPON A 300MM (MIN. VERTICAL) APRON WITH THE TOE OF THE APRON MEETING EXISTING GRADE OF LOT.
5. GRADING OF THE APRON (I.E. WITHIN 2-4 M OF THE BUILDING) SHOULD BE MAINTAINED AT STANDARD GRADE OF BETWEEN 2% AND 5% (MIN.)
6. AREAS DISTURBED BY LOT GRADING SHALL BE LIMITED TO THOSE AREAS NECESSARY TO CONSTRUCT HOME, DRIVEWAY & SEPTIC BED.
7. DOWNSPOUTS TO BE CONSTRUCTED TO SPLASH BLOCKS.
8. MAINTAIN MINIMUM 1.22M COVER FOR FOOTINGS.
9. STEP FOOTINGS WHERE REQUIRED.
10. DRIVEWAYS TO DRAIN TO STREET.

UNDERSIDE OF FOOTING MAY BE LOWER THAN ELEVATION NOTED DUE TO EXISTING CONDITIONS. EXACT DEPTH OF FOOTING TO BE DETERMINED ON SITE DURING EXCAVATION FOR FOOTING

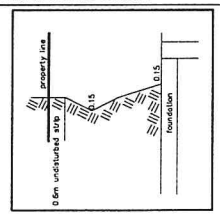
PLAN NOTES

ELEVATIONS ARE GEODETIC AND REFERRED TO THE CANADIAN GEODETIC VERTICAL DATUM (CGVD28) BY BY DIRECT MEASUREMENT TO A REAL TIME NETWORK.

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE METRIC AND CAN BE CONVERTED TO IMPERIAL BY DIVIDING BY 0.3048

BOUNDARY INFORMATION SHOWN HEREON IS IN ACCORDANCE WITH SURVEY RECORDS BY IVAN B. WALLACE O.L.S. LTD. DATED APRIL 16, 2021. PROJECT NUMBER A-026493.

TYPICAL SWALE DETAIL



LEGEND

FFE	FIRST FLOOR ELEVATION		SWALE DRAINAGE
TFE	TOP OF FOUNDATION ELEVATION		SHEET DRAINAGE
BFE	BASEMENT FLOOR ELEVATION		WOOD DECK
UFE	UNDERSIDE OF FOOTING ELEVATION	MH	MAINTENANCE HOLE
	EXISTING SPOT ELEVATION	CB	CATCH BASIN
x100.00	PROPOSED ELEVATION	POU	UTILITY POLE
		WV	WATER VALVE
		FH	FIRE HYDRANT

SITE STATISTICS

ZONING	–	RU
LOT AREA	–	6966.4m²
BUILDING AREA	–	326.0m²
LOT COVERAGE	–	4.7%
BUILDING HEIGHT	–	±4.2m
NUMBER OF STOREYS	–	1

IBW SURVEYORS

IBWSURVEYORS.COM | 1.800.667.0695

PARTY CHIEF: DAJ | DRAWN BY: KM | CHECKED BY: *

FILE NAME: A-026493-SP | PLOT DATE: APR 28, 2021

REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT

AGENDA DATE: June 15, 2021
REPORT DATE: June 9, 2021

SUBJECT: Official Plan Road Map & Engagement

RECOMMENDATION

That Council endorse the Official Plan Road Map, Stakeholder Engagement and Consultation Strategy, and the Indigenous Engagement Strategy prepared by Dillon Consulting, dated June 9, 2021.

BACKGROUND

South Frontenac has begun the process of preparing a new Official Plan (OP) that will provide the framework for growth, development, and protection of built and natural heritage assets across the Township over a 25 year time-horizon. The OP is also being brought into conformity with the latest update to the Provincial Policy Statement (P.P.S., 2020) and the Planning Act.

Dillon Consulting has been engaged to assist the Township in preparing the new Official Plan.

Dillon Consulting and Planning staff met with Council at a special Committee of the Whole meeting on May 11, 2021 to provide input on the strategic direction for the Official Plan. Dillon Consulting captured Council's responses and used those responses to help shape a vision, goals and guiding principles for shaping the work on the Official Plan. Dillon consulting met with Senior Management Team staff on May 31, 2021 to review the Road Map document that contains the vision, goals and guiding principles for the Official Plan, as well as the Engagement Strategies. Staff provided feedback and input into the documents attached to this report.

The **Official Plan Road Map** documents the vision, goals and guiding principles that will shape the development of policy throughout the new Official Plan. It also shapes and influences the approach that will be taken to communication and consultation about this important project. It assigns timelines to each major phase of the development of the Official Plan.

The **Stakeholder Engagement and Consultation Strategy** is a key document that provides a framework to the consultant and Township staff of how and who we will consult through the development of the Official Plan. This Engagement Plan has been developed to present a holistic approach to capturing feedback from a range of stakeholders and the public. It includes a full spectrum of potential activities as well the proposed allocation of roles and responsibilities between South Frontenac Staff and Dillon team that align to achieve the engagement objectives for the new O.P. This Plan has been informed by consultation with Council and Township staff.

The Engagement Plan is intended to be a living document, and will continue to be updated as the project progresses. With evolving health directives due to COVID-19 – early consultation events will be primarily online/virtual/phone/paper, with the hope of moving to in-person events for latter stages of the project.

In addition to the Stakeholder Engagement and Consultation Strategy, a separate **Indigenous Engagement Strategy** has been prepared. This strategy has been developed to present a holistic, meaningful, relationship-building approach to capture feedback and guidance from Indigenous Rights Holders.

REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT

Provincial Policy Statement 2020 recognizes that Indigenous communities have a unique relationship with the land and its resources, which continues to shape the history and economy of the Province today. Ontario recognizes the unique role Indigenous communities have in land use planning and development, and the contribution of Indigenous communities' perspectives and traditional knowledge to land use planning decisions. The Province recognizes the importance of consulting with Aboriginal communities on planning matters that may affect their section 35 Aboriginal or treaty rights. Planning authorities are encouraged to build constructive, cooperative relationships through meaningful engagement with Indigenous communities to facilitate knowledge-sharing in land use planning processes and inform decision-making.

The Indigenous Engagement Strategy lays out a plan that will be informed with input from Indigenous communities that staff and Dillon Consulting will speak with early in the Official Plan process. Relationships that will be built through this engagement will form a basis for building a long-lasting and meaningful relationship between our communities over the long-term. Staff can provide an update to Council on the conversations with Indigenous communities as this aspect of the project unfolds.

Dillon Consulting will be in attendance virtually at the June 15, 2021 Council Meeting to provide an overview of the three documents.

FINANCIAL/STAFFING IMPLICATIONS

- The Official Plan has already been budgeted for in the 2021 budget.
- The Road Map and Engagement Strategy helps provide scope and detail of the Township's expectations to ensure the project deliverables meet Council's expectations and lead to the completion of a new Official Plan that reflects South Frontenac's diverse stakeholders, including an Indigenous Perspective on land use planning in South Frontenac.

Prepared/Submitted by:

Claire Dodds, MCIP, RPP, Director of Development Services

Approved by: Neil Carbone, CAO

ATTACHMENTS

1. Official Plan Road Map, June 9, 2021
2. Official Plan Stakeholder Engagement and Consultation Strategy, June 9, 2021
3. Indigenous Engagement Strategy, June 9, 2021
4. New Official Plan Road Map and Engagement Presentation, June 15, 2021

SOUTH FRONTENAC

Official Plan Road Map

South Frontenac 2040

Our Community Our Vision Our Official Plan

June 9, 2021

DILLON CONSULTING

South Frontenac 2040

Our Community Our Vision Our Official Plan

The Township's Official Plan is an expression of Council's vision for the future development of the municipality. The Official Plan provides policies regarding protection of the valuable natural resources of the Township while specifying the conditions under which future growth will be accommodated. A new Official Plan is being prepared to respond to new provincial government regulations and to chart a course for the future of South Frontenac.

Proposed Vision for the Official Plan: South Frontenac is a progressive, forward-looking municipality that balances facilitating growth that meets the needs of all our residents with environmental leadership in the protection of our outstanding natural assets to enhance the exceptional lifestyle, rural character, and economic opportunities offered by the Township.

Proposed Goals for the Official Plan			
Goal 1:	**Goal 2:**	**Goal 3:**	**Goal 4:**
We support our villages to meet the daily needs of our residents through all stages of their lives.	We are leaders in the protection of our environmental areas and lakes to support the quality of life in South Frontenac.	We support a wide range and scale of businesses that contribute to the vitality of our community and enhance investment in villages and rural areas of the Township.	We support the enhancement of the rural character through the way we manage growth, support rural land uses, and by recognizing the cultural heritage of the Township.

Proposed Guiding Principles for the Official Plan:

1. Be **open-minded** in consideration of potential solutions which may meet the unique needs of the community.
2. Adopt a **sustainability lens**, which considers the social, environmental and economic impacts of decisions.
3. Consider the impacts of **climate change** on the future of our community and do our part to mitigate, adapt, and increase our resilience to those impacts.
4. Work with, understand, and integrate **First Nation's interests** in the future of South Frontenac.
5. Be **equitable and transparent**, inviting input from community members frequently and in meaningful ways.

Phase 1: Project Initiation, Issue Identification, and Development of a Vision for the New Official Plan

1.1 Phase 1 Objectives

- Internal re-launch of development of new Official Plan
- Council endorsement of the vision, goals and guiding principles for the Official Plan
- Formal project commencement

1.2 Phase 1 Tasks

Status	Task	Timing	Description
✓	**Project initiation**	March, 2021	• Kick-off meetings with the project team, including staff, the consulting team, and the extended team members at the County • Data collection and background review • Policy audit
✓	**Council workshop: Strategic directions for the Official Plan** **VIRTUAL**	May, 2021	• Gain preliminary input from Council on strategic directions for the Official Plan, based on: Council's Strategic Plan; input received from the 2019 consultation sessions held with the community; and the staff presentation and meeting minutes from the Section 26 Public Meeting.
	Council endorsement of the vision, goals and guiding principles for the Official Plan **VIRTUAL**	June, 2021	• Establish Vision, Goals, Guiding Principles, and roadmap for the new Official Plan • Create the Stakeholder Engagement and Consultation Strategy • Create the First Nations Consultation Strategy • Present the Vision, Goals, and Guiding Principles to Council for endorsement • Present the road map for preparing the new Official Plan, including the Stakeholder Engagement and Consultation Strategy
	Notice of project commencement	June, 2021	• Prepare project initiation and public notice to formally acknowledge the project's commencement to the public

Phase 2: Discussion Papers, Policy Brochures and Policy Framework

2.1 Phase 2 Objectives

- Review the settlement area boundaries
- Establish and consult on the policy framework to be endorsed by Council

2.2 Phase 2 Tasks

Status	Task	Timing	Description
	Land supply and land needs analysis	May/June, 2021	• Residential supply analysis • Non-residential supply analysis • Determine long-term land needs and growth accommodation options • Assessment of urban residential and non-residential land needs
	Review of settlement area boundaries	May/June, 2021	• Review Township's Primary and Secondary Settlement Area boundaries • Review current land use designations within the Official Plan • Analysis of land uses within and surrounding the settlement areas • Evaluate land inventories • Analysis of residential and non-residential location options for urban expansion in select Primary and Secondary Settlement Areas

	Undertake and consult on policy analysis **VIRTUAL OR IN PERSON**	May through October, 2021	• Complete Growth and Management Discussion Paper • Complete Economic Diversification Discussion Paper • Prepare policy brochures to distribute to the public for information and review • Consultation on Discussion Papers and policy brochures with stakeholders and agencies
	Policy framework report	October/November, 2021	• Recommendations on policy, based on policy audit, discussion papers, and feedback received on the discussion papers • Policy framework infographic • Summary memo to Council to provide a review on project progress, key findings from the discussion papers and brochures, and a summary of the received feedback, and to introduce the policy framework
	Council endorsement of the policy framework report **VIRTUAL OR IN PERSON**	December, 2021	• Provide update on the project • Present the policy framework to Council for endorsement

Phase 3: Prepare Draft New Official Plan

3.1 Phase 3 Objectives

- Prepare first draft of the Official Plan
- Consult Council, stakeholders, and agencies on the first draft of the Official Plan
- Incorporate feedback and input into the second draft of the Official Plan
- Consult the public on the second draft of the Official Plan

3.2 Phase 3 Tasks

Status	Task	Timing	Description
	Prepare Draft 1 of the new Official Plan for stakeholder and agency consultation	January/February, 2022	• Work with staff to prepare Draft 1 of the Official Plan and its associated mapping schedules
	Stakeholder and agency consultation **VIRTUAL OR IN PERSON**	March, 2022	• Consult stakeholders and agencies on Draft 1 of the Official Plan
	Council briefings on draft Official Plan **VIRTUAL OR IN PERSON**	March, 2022	• Meetings with Councilors to brief them on draft Official Plan policies
	Consultation on draft Official Plan **VIRTUAL OR IN PERSON**	April through June, 2022	• Prepare Draft 2 of the Official Plan for broader consultation, including year-round and seasonal residents

	Statutory Open House **VIRTUAL OR IN PERSON**	June, 2022	• Present Draft 2 of the Official Plan to the public and gather their input

Phase 4: Prepare Final Official Plan

3.1 Phase 4 Objectives

- Finalize the Official Plan for adoption
- Council adoption of the Official Plan

3.2 Phase 4 Tasks

Status	Task	Timing	Description
	Prepare final draft Official Plan	July, 2022	• Prepare Draft 3 (the final draft) of the Official Plan for Council adoption
	Statutory Public Meeting **VIRTUAL OR IN PERSON**	August, 2022	• Present the final draft Official Plan and comments received to-date to the public
	Prepare final Official Plan recommended for adoption	August, 2022	• Update the final draft Official Plan, based on feedback received during the Statutory Public Meeting

	Present final draft Official Plan to Council for adoption **VIRTUAL OR IN PERSON**	September, 2022	• Present the final draft Official Plan recommended for adoption to Council

SOUTH FRONTENAC

Official Plan Stakeholder Engagement and Consultation Strategy

South Frontenac 2040

Our Community Our Vision Our Official Plan

June 9, 2021

DILLON CONSULTING

1.0 Background

1.1 Project Overview

The Township of South Frontenac is undertaking the development of a new Official Plan, a central guiding document that provides the framework for growth, development, and protection of built and natural heritage assets across the Township over a 25 year time-horizon. The Official Plan is also being brought into conformity with the latest update to the Provincial Policy Statement (P.P.S., 2020) and the Planning Act. People living and/or working in South Frontenac are passionate and eager to help shape the future growth of the community, and this engagement plan provides a guide to how a range of audiences will be engaged, their voices channeled, and their feedback considered throughout the planning process for updating its Official Plan.

1.2 Guide to South Frontenac Engagement Plan

This Engagement Plan has been developed to present a holistic approach to capturing feedback from a range of stakeholders and the public. It includes a full spectrum of potential activities as well the proposed allocation of roles and responsibilities between South Frontenac Staff and Dillon team that align to achieve the engagement objectives for the new Official Plan. This Plan has been informed by consultation with Council and Township staff.

The Implementation Plan outlined in Section 4 of this document provides an array of tools and tactics which will be selected from at each phase of the project, to provide an appropriate range of opportunities for engagement of stakeholders and the wider public. This Engagement Plan is intended to be a living document, and will continue to be updated as the project progresses. **Given the context of the COVID-19 pandemic and public health precautions related to social gathering, the engagement tactics identified will be primarily online/virtual in the early engagement events, with options for hardcopy/telephone based input and a combination of online/virtual and in-person events contingent upon public health directives.**

2.0 Engagement Principles & Objectives

2.1 Engagement Principles

The following principles will guide our process and will inform the public engagement objectives and techniques at each decision step.

INCLUSION AND DIVERSITY: We will work diligently to remove or reduce barriers, the best that we can, to ensure that diverse voices are heard throughout this engagement process. This includes people from across South Frontenac of different ages, ethnicities/cultures, socioeconomic standings and gender identities/sexual orientations.

MEANINGFUL INVOLVEMENT: Growth and how the Township plans for present and future opportunities and challenges is a complex and technical subject, but one that affects all the residents of South Frontenac. Participants will be provided with the information they need to participate in a meaningful way, and guided on what key aspects of the process they can provide feedback on. Education and outreach to create clear connections between the Official Plan policies and how development decisions get made down the line will be a central part of the process.

POSITIVE EXPERIENCE & INNOVATIVE: Host creative activities that engage people beyond the traditional public meeting presentation format. Provide a positive experience that helps foster trust and encourage participation in the future.

ENGAGE EARLY, ENGAGE OFTEN: We will keep public and stakeholders informed and will involve participants at key decision points early in the process and regularly throughout.

ACCESSIBLE AND PROACTIVE ENGAGEMENT: Excite and attract stakeholders and the public to a South Frontenac-wide dialogue through engaging techniques and visuals and the use of jargon-free

communication. A diversity of outreach and engagement approaches will be used so that residents are aware and can choose their level of involvement. We will meet people where they are at in terms of their level of understanding and options to engage at their convenience, in order to include more voices, and more diverse voices, in the process.

TRANSPARENCY: The decision-making process, including how participant feedback will be considered, will be clearly communicated throughout the process and particularly at the outset. This will help to build buy-in for final recommendations among Ministry and County officials and elected representatives.

3.0 Communications

3.1 Target Audiences

The consultation and communication activities are set out to engage a wide variety of stakeholder and public participants. Consultation and communications activities will be tailored as appropriate to the different engagement levels and anticipated audience. The new Official Plan will affect a wide variety of interested stakeholders. The engagement activities will attempt to reach this diverse and broad audience in meaningful ways.

In addition to the general public, there are a number of key stakeholders for the project team to engage. These include:

- Local businesses and interest groups;
- Resident/Community Associations;
- Cottage and Lake Associations/Committees;
- Campground Associations;
- Local sports clubs and associations;
- Community leaders;
- School board;
- Frontenac C.F.D.C.;
- Frontenac Ambassadors Network;
- Eastern Workforce Innovation Board;
- Community services groups;
- Conservation authorities;
- Frontenac Federation of Agriculture;
- Kingston Frontenac Home Builders' Association;
- Township Council;
- Township staff;
- County staff; and,
- Provincial staff.

3.2 Key Messaging

Key Message 1: The Township of South Frontenac is undertaking the development of a new Official Plan, a key guiding document that directs growth and development in the Township. Recent Provincial policy changes as well as the need to plan for the changing needs of residents are key drivers for undertaking the process, which builds on work undertaken over the past few years to plan for growth and changing community needs in South Frontenac. The project is anticipated to be completed in the fall of 2022.

Key Message 2: The new Official Plan is about how the Township will continue to grow, building on the foundation from growth management work, and planning for growth to 2040 by directing growth to the right places to protect our key assets.

Key Message 3: South Frontenac is undertaking a number of key projects to proactively plan for sustainable growth, and these projects will come together to inform and be informed by the Official Plan.

Key Message 4: This study process will assist in providing direction for growth and development while ensuring that our policies conform to the requirements of the province and the County of Frontenac.

Key Message 5: Community and Stakeholder input is a key aspect of the planning process, and your input will be sought at key milestones throughout the process to inform the creation of the Plan. Keep posted on the Township's social media, website or Engage South Frontenac for updates.

3.3 Communications Approach

Our approach to the development and release of communication materials is that communication information will be aligned with consultation activities throughout the project. For each phase of consultation, communication materials will provide information on and mirror consultation events. The

communications approach is intended to be transparent, timely, relevant, accessible, and user-friendly. The preparation and distribution of project communications will follow the approach outlined in Table 1.

Table 1: Communications Approach

Communication Step	Communication Purpose	Communication Methods/Tools for Intended Audience
Pre-Event Communication	Inform public and stakeholders of upcoming events (notices/invitations/advertising provided three (3) weeks before events).	Public informed through advertisements/ notices, e-mail, website, Engage South Frontenac, and social media. Stakeholders informed through email, mail-outs, and telephone (where necessary).
During Consultation Event Period	Replicate materials presented to public and stakeholders on the project website. Includes posting presentations, panels, meeting summaries, handouts, and project reports.	Public informed through website. The Township can also provide updates through their social media posts. Stakeholders informed through email and website.
Following Consultation Events	Inform public and stakeholders of what occurred, what we heard, and how it is being considered in the study.	A Summary Document of each engagement period will be prepared and posted on Engage South Frontenac. Stakeholders informed through email and website. How input is used for the project will be presented/displayed at each consultation event using display panels and presentations.

Communication Step	Communication Purpose	Communication Methods/Tools for Intended Audience
Ongoing Communications	Provide an avenue through which the public and stakeholders can communicate with project staff about the project.	A project email address and comments received through the website will be monitored for incoming communications (comments, questions) throughout the study. The project email address will be officialplan@southfrontenac.net. The Township of South Frontenac will be responsible for monitoring these emails, but Dillon can provide support.

3.4 Documentation

Dillon will prepare documentation of public and stakeholder engagement activities, with input from Township planning staff. Consultation Summaries will be prepared at the end of each major phase of engagement. Documentation will include identification of key themes, number and general demographics of participants, and issues to be resolved with the community/stakeholders.

Communication channels will be used to inform people of the availability of the consultation summaries. This will allow people to confirm that their key issues and ideas were captured for consideration by the team. The reporting will also allow people to see how diverse members of the community are engaging in the process. The documentation will include meeting and workshop summaries, website activity, survey input and social media interest.

4.0 Implementation Plan

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
	Public Launch of Project (Formal Notice)	June 2021	Township Website, Engage South Frontenac, Newspaper	Phone line, email, Twp website/Engage South Frontenac, newspaper	• Support preparation of notice • Prepare content for webpage/Engage SF	• Prepare notice and distribute • Coordinate webpage/Engage SF launch • Social media post(s)
	Consultation on Significant Planning Issues	Four (4) Events Between July - October 2021	Focus groups (1.5h max, whether online or in person), online surveys, virtual meetings. The four events will be themed to align with the topics covered in the discussion papers and policy brochures (pending confirmation of topics).	Phone line, email, Twp website/Engage South Frontenac	• Collaborate on preparation of materials for events and webpage/Engage SF updates • Provide input on maps required for events • Run and take notes on the consultation session • Document feedback and provide to Twp	• Collaborate on preparation of materials for events and webpage/Engage SF updates • Coordinate preparation of maps • Provide final approval on engagement materials • Distribute notices of engagement sessions • Coordinate website updates • Attend the consultation

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
						session • Social media post(s)
	Presentation to Council on the Policy Framework Report	December, 2021	Meeting (virtual or in person)	If virtual: Zoom, PowerPoint; If in person, PowerPoint.	• Present • Document feedback on Policy Framework	• Attend the meeting of Council
	Consultation with Stakeholders and Agencies on Early Draft of Official Plan	March 2022	Virtual event (1.5hr) to hear from seasonal residents and, if possible, an in-person event, interviews	Zoom and PowerPoint (if virtual), Jamboard, phone line, email, Twp website	• Collaborate on preparation of materials • Provide input on maps required for events • Run and take notes on the consultation session • Document feedback and provide to Twp	• Collaborate on preparation of materials • Coordinate preparation of maps • Provide final approval on engagement materials • Distribute notices of engagement sessions • Coordinate website updates • Attend the consultation session
	Council Member	Consecutive short	Meeting (virtual or in person),	Small focus groups (in person or virtual),	• Collaborate on preparation of	• Collaborate on preparation of

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
	Mini-Briefings	meetings held in April, 2022	Presentation	PowerPoint, Jamboard (if virtual)	materials • Document feedback	materials • Coordinate scheduling
	Statutory Open House	May 2022	Meeting (virtual or in person)	If virtual: Zoom, PowerPoint; If in person: poster boards	• Collaborate on preparation of materials for event and webpage/Engage SF updates • Provide input on maps required for events • Run and take notes on the consultation session • Document feedback and provide to Twp	• Collaborate on preparation of materials for event and webpage/Engage SF updates • Coordinate preparation of maps • Provide final approval on engagement materials • Distribute notices of engagement sessions • Coordinate website updates • Attend the consultation session • Social media post(s)
	Additional Follow-Up Meetings	Two (2) Meetings in May/June	Meetings/interviews	Zoom, PowerPoint, Jamboard	• Collaborate on identification of target	• Collaborate on identification of target

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
		2022			audience(s) and preparation of materials • Document feedback and provide to Twp	audience(s) and preparation of materials • Coordinate preparation of any necessary maps
	Statutory Public Meeting	August 2022	Meeting (virtual or in person)	PowerPoint; maps; printed supporting materials	• Collaborate on preparation of materials for event and webpage/Engage SF updates • Run and take notes on the consultation session • Document feedback and provide to Twp	• Collaborate on preparation of materials for event and webpage/Engage SF updates • Provide final approval on engagement materials • Distribute notices of engagement sessions • Coordinate website updates • Attend meeting
	Present to Council for Adoption	September 2022	Meeting (virtual or in person)	If virtual: Zoom, PowerPoint. If in person: PowerPoint	• Prepare presentation materials • Attend meeting	• Distribute notices • Attend meeting

Appendix - List of Stakeholder Groups

Note: Contact information that is missing for some stakeholders below will be gathered in due course.

Audience	Sub-Audiences	Additional Details
Community Groups	**Resident/ Community Associations**	● Bellrock Hall Community Association ● Grandmothers-by-the-Lake ● Hartington Community Association ● Harrowsmith Odd Fellows and Rebekahs ● Harrowsmith Women's Institute ● Sunbury Community Group ● Sydenham District Association ● Sydenham Women's Institute ● Verona Community Association
	Local Lake and Cottage Associations	● Battersea Loughborough Lake Association ● Big Gull Lake East End Cottage Association ● Bobs & Crow Lake ● Buck Lake Association ● Buffy Lake Association ● Canoe Lake Property Owners Association ● Cronk Lake ● Desert Lake Property Owners' Association ● Devil Lake Association ● Dog and Cranberry Lakes Association ● Draper Lake ● Federation of Ontario Cottagers' Association ● Fourteen Island & Mink Lakes Association ● Friends of the Salmon River ● Garter Lake ● Greater Bob's and Crow Lakes Association ● Inverary Lake Association ● Kingsford Lake ● Knowlton Lake ● Loughborough Lake

Audience	Sub-Audiences	Additional Details
		• Little Silver and Rainbow Lakes Property Owners Association • North and South Otter Lake Association • Opinicon Property Owner's Community • Sharbot Lake Property Owners' Association • Sunset Shores Association • Sydenham Lake Association • West Devil Lake Property Owners • Wolf Lake Association
	Campground Associations	• Friends of Frontenac Park
	Local sports clubs and associations	• Frontenac Pickleball Club • Harrowsmith Social & Athletic Club • Storrington Lions Club • Sydenham Lions Club • Verona Lions Club • South Frontenac Stock Sports Club
	Businesses	• Businesses located on SF lands. • Inform businesses on the importance of the Official Plan, the process for Official Plan development, and contact information for key staff. • Provide connections with community businesses as an opportunity for further economic development for SF (i.e., joint ventures)
Regional Stakeholders	**Frontenac County**	• Region surrounding the City of Kingston and includes the townships of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands • Frontenac County completed their Official Plan in 2016
	Limestone District School Board	• School board overseeing public schools in South Frontenac • Provide insights into the educational needs of the township
	Algonquin & Lakeshore	• School board overseeing Catholic schools in South Frontenac

Audience	Sub-Audiences	Additional Details
	Catholic School Board	● Contact info: 613-354-2255; info@alcdsb.on.ca
	Frontenac Business Services (Frontenac C.F.D.C.)	● Represents C.F.D.C.'s in South Frontenac "that offer free business counselling, loans for start-up and expansion of small business, strategic planning on local projects and community economic development in rural areas" ● Contact info: ○ Frontenac C.F.D.C.: Anne Prichard, General Manager – 613-372-1414 ext. 204; info@frontenaccfdc.com
	Eastern Workforce Innovation Board	● Champion community initiatives and partnerships that use available resources to develop a skilled, effective, and adaptable local workforce. ● Contact info: 613-382-7462; frank@workforcedev.ca
	Rural Frontenac Community Services	● Provides a wide range of social services to adults and children throughout the county (youth programs, leadership training, summer camps, family counselling, home supports, respite programs and home care, and a county-wide volunteer transportation network. ● Contact info: ○ Adult Services; Children and Youth Services: 613-279-3151 ○ Frontenac Transportation Services: 613-279-3151 ext. 301
	South Frontenac Community Services Corporation	● Provides health and social services for the SF communities ● Supports educational and employment opportunities for community members; ensure that education and employment is incorporated in the new Official Plan ● Supports community members through programs and services aimed at families, infants and young children; ensure that programs and initiatives aimed at family and children are incorporated in the new Official Plan ● Contact info: 613-376-6477; info@sfcsc.ca
	Frontenac Federation of Agriculture	● Supported by the Ontario Federation of Agriculture (O.F.A.) ● Represents the voice of agriculture in the local community and advocates on behalf of farm families in Frontenac on local agricultural issues

Audience	Sub-Audiences	Additional Details
		● Contact info: ○ Ron Sleeth, Director on the Frontenac Federation of Agriculture (F.F.A.) ○ Dudley Shannon, Secretary of the F.F.A. – shanlake@kingston.net
	Frontenac Ambassadors Network	● Group of more than 170 local business owners from all types of industries ● Contact info: Frontenac Economic Development, 613-548-9400
	Regional Conservation Authorities	● Cataraqui Region Conservation Authority ○ Contact info: 613-546-4228 ● Quinte Conservation Authority ○ Contact info: 613-968-3434 ● Rideau Valley Conservation Authority ○ Contact info: 613-692-3571
	Kingston Frontenac Home Builders' Association	● Advocates on behalf of the home industry regarding local and provincial policies and issues ● Contact info: 613-547-0986; khba@khba.ca

SOUTH FRONTENAC

Indigenous Engagement Strategy

South Frontenac 2040

Our Community Our Vision Our Official Plan

June 9, 2021

DILLON CONSULTING

1.0 Background

1.1 Project Overview

The Township of South Frontenac is undertaking the development of a new Official Plan, a principal policy document that provides the goals and objectives for growth and development. It provides the land use planning framework to guide the physical, social, economic, and environmental management and growth of the Township over a 25-year horizon. The existing Official Plan was created in 2003, following amalgamation, and the new Official Plan will align with the Council's Strategic Plan to support the vision of South Frontenac as natural, vibrant, and growing, and to become a progressive rural leader. To achieve this vision, the Township is:

- Planning for the future, being proactive, and having the capacity to adapt to change;
- Engaging and collaborating with citizens, partners, and Treaty Rights Holders in an open and transparent manner;
- Preserving and leveraging the community's natural assets, history, and rural lifestyle;
- Recognizing the Township's role in the stewardship of our environment, seeking and taking advantage of practical opportunities to improve and sustain it, and creating co-management opportunities for Indigenous communities to steward their territories; and,
- Developing an approach that recognizes Treaty Rights Holders as decision-makers within their traditional territory.

The Official Plan will be brought into conformity with the latest update to the Provincial Policy Statement (P.P.S., 2020) and *Planning Act*. As the Official Plan will guide change within the Township, it is important that this engagement plan provides a framework to how Indigenous Rights Holders are meaningfully and respectfully included in shaping the future growth of South Frontenac located in their traditional territories. The Indigenous Engagement Strategy is a guide to how Indigenous Rights Holders will be engaged, have their voices amplified, and have their feedback considered throughout the development of the Official Plan.

1.2 Guide to South Frontenac Indigenous Engagement Strategy

This draft Indigenous Engagement Strategy has been developed to present a holistic, meaningful, relationship-building approach to capture feedback and guidance from Indigenous Rights Holders. The Indigenous Engagement Strategy recognizes that limited capacity and resources for Indigenous communities to actively and fully participate in engagement and engagement activities is a common barrier met by Indigenous communities. Therefore, this Indigenous Engagement Strategy is developed to address challenges and support Indigenous communities' participation. It also includes a full spectrum of potential activities, as well the proposed allocation of roles and responsibilities between South Frontenac Staff and Dillon team that align to achieve the engagement objectives for the Official Plan. This Indigenous Engagement Strategy has been informed by engagement with South Frontenac Staff and Township Council.

The Implementation Plan outlined in Section 3.0 of this document provides an array of tools and tactics that will be selected at each phase of the project, to provide an appropriate range of opportunities for engagement of Indigenous communities. **This Engagement Strategy is intended to be a living document and will continue to be updated as the project progresses. Given the context of the COVID-19 pandemic and public health precautions related to social gathering, the engagement tactics identified will be primarily online/virtual in Phase 1 of the project, with options for hardcopy/telephone-based input and a combination of online/virtual and in-person events, contingent upon the direction of the public health directives that they can safely be held.**

1.3 Indigenous Engagement Strategy Decision Steps

Focused treaty-based planning dialogue supported by principled approaches to reconciliation will be critical to the success of amplifying the Indigenous voice in the development of the new Official Plan. **Table 1** provides an overview of the main decision points and focus of associated engagement activities.

Decision Step and Timeline	Description	Engagement Phase
Project initiation *Spring 2021*	Send out early correspondence to identified Treaty Rights holders via email to identify interest in an introduction meeting that will include the introduction of the City planning staff, Dillon team, and project information. The introduction meeting will also allow for the Indigenous community to identify planning areas of interest and an opportunity to provide education and awareness on the history and treaty rights in the area. An engagement strategy will be developed based on the conversations held in the introduction meeting to create an Indigenous-led engagement process. The engagement strategy will provide engagement on the key topics that will form the basis for the policy updates to the Official Plan while also identifying areas of capacity building and support opportunities for long lasting relationship building. The engagement strategy will have approval and guidance by Indigenous communities.	Phase 1
Engagement on significant planning issues *July through October, 2021* **VIRTUAL OR IN PERSON**	General education on the role of the Official Plan, how development decisions get made, and engagement on planning issues will be undertaken. Develop engagement summary to guide the technical team and report back to the community on the engagement process ("What We Heard"). Engagement will be held in a virtual/digital format (unless in-person engagement is permitted by local public health directives), with analog tactics to reach communities without stable internet access.	Phase 2
Presenting the draft Official Plan *January through May, 2022* **VIRTUAL OR IN PERSON**	Present Draft Policies for the new Official Plan based on the feedback received. Engagement will be with the same groups as in Phases 1 and 2, and may include some in-person engagement, if permitted by the public health directives. An engagement summary will be developed to inform the finalization of the policies.	Phase 3

Decision Step and Timeline	Description	Engagement Phase
Final Official Plan *July through September, 2022*	A final engagement report for the project will be developed to accompany the new draft Official Plan for final review and approval by Indigenous communities, to confirm that the policy language aligns with the intentions of the communities.	Phase 4

2.0 Indigenous Engagement Principles

2.1 Principles

The following principles will guide our process and inform the Indigenous engagement objectives and techniques at each decision step. Indigenous communities will have an opportunity to formulate engagement principles as they pertain to relationship-building and land development throughout the engagement process.

INCLUSION AND DIVERSITY: We will work diligently to remove or reduce barriers, the best that we can, to ensure that diverse voices are heard throughout this engagement process. This includes people from across South Frontenac of different ages, ethnicities/cultures, socioeconomic standings, and gender identities and sexual orientations.

MEANINGFUL INVOLVEMENT: Growth and how the Township plans for present and future opportunities and challenges is a complex and technical subject, but it is one that affects all the residents of Central Elgin. Participants will be provided with the information they need to participate in a meaningful way, and they will be guided on what key aspects of the process they can provide feedback. Education and outreach to create clear connections between the Official Plan policies and how development decisions get made down the line will be a central part of the process.

ENGAGE EARLY, ENGAGE OFTEN: We will keep Indigenous communities informed and will involve participants at key decision points early in the process and regularly throughout.

ACCESSIBLE AND PROACTIVE ENGAGEMENT: We will excite and attract Indigenous planning dialogue through engaging techniques that are identified by Indigenous communities and visuals and the use of jargon-free communication. Indigenous communities will be invited to participate in a diversity of outreach and engagement approaches and can choose their level of involvement. We will meet people where they are in terms of their level of understanding and options to engage at their convenience, in order to amplify the Indigenous voice on various topics in the process.

TRANSPARENCY: The decision-making process, including how participant feedback will be considered, will be clearly communicated throughout the process and particularly at the outset.

TRUST AND HONESTY: The intention of the Indigenous engagement strategy is to build a meaningful relationship between the Township of South Frontenac and Indigenous communities, promote Indigenous planning perspectives, and create an avenue for treaty-based planning practices.

2.2 Key Messaging

Message 1: The Township of South Frontenac recognizes that we are on the traditional territory of the Algonquins, Huron Wendat, Mohawks of the Bay of Quinte, Mississaugas and Chippewa Nations. The Township of South Frontenac is undertaking the development of a new Official Plan, a key guiding document that directs growth and development in the Township.

Message 2: We feel it is important that Indigenous interests are included in our Official Plan from the early stages. We believe there is significant opportunity to enhance our strategy to better reflect Indigenous planning perspectives of the territory and build an inclusive and sustainable future for generations to

come. The new South Frontenac Official Plan will provide planning directives for the Township of South Frontenac over a 25-year horizon and will be driven by its diversity, opportunities, and inclusiveness.

Message 3: Indigenous input is a key aspect of the planning process, and your input will be sought at key milestones throughout the process to inform the creation of the Plan. Keep posted on the Township's social media, website or Engage South Frontenac for updates.

Message 4: Recent Provincial policy changes as well as the need to plan for the changing needs of residents are key drivers for undertaking the process, which builds on work undertaken over the past few years to plan for growth and changing community needs in South Frontenac. The project is anticipated to be completed in the fall of 2022.

Message 5: The new Official Plan is about how the Township will continue to grow, build on the foundation from past growth management work, and plan for growth to 2040 by directing growth to the right places to protect our key assets.

Message 6: South Frontenac is undertaking a number of key projects to proactively plan for sustainable growth, and these projects will come together to inform and be informed by the new Official Plan.

Message 7: This study process will assist in providing direction for growth and development while it ensures that our policies conform to the requirements of the Province and the County of Frontenac.

3.0 Indigenous Rights Holders

3.1 Engaging Indigenous Rights and Treaty Holders

Approaches for engagement are to be determined; they will be informed by the initial consultation meetings.

	Rights Holders	Definition, Interest Area, Contacts	Goals, Interests and Perceived Issues	Tactics to Engage with Them
Treaty Rights Holders	**Algonquin Nation of Ontario**	•	• TBD	TBD
	Algonquin Communities in close proximity to South Frontenac**	•	• TBD	TBD
	Tyendinaga/ Mohawks of the Bay of Quinte	•	• TBD	TBD
	Alderville First Nation		• TBD	TBD
	Huron Wendat		• TBD	TBD
Métis Rights Holders	**Métis Nation of Ontario**	•	• TBD	TBD

3.2 Indigenous Interest Topics (Preliminary)

Topics will be identified and informed by the initial consultation meetings.

Audience	Hot Topic	Additional Information
Treaty Rights Holders	Natural environment	
	Climate change	
	Lake and river ecosystem health and shoreline protection	
	Water quality	
	Archeology	
	Decision-making	
	Hunting and Fishing	
	Good quality of life/ future generations	
Rights Holders	Hunting and Fishing Rights	

3.3 Key Engagement Risks and Mitigations

Risk	Mitigation
Communication Gaps	
Misunderstanding/Confusion/Apathy	
Opposing Values	
General Suspicion/Lack of Trust	
Feelings of Alienation/Discrimination	
Knowledge Gaps/Worldview Differences	
Lack of Capacity and Resources to Participate	
Power and Decision-Making Roles	

3.4 Communications Approach

Our approach to the development and release of communication materials is that communication information will be aligned with engagement activities throughout the project. For each phase of engagement, communication materials will provide information on and mirror engagement events. The communications approach is intended to be transparent, timely, relevant, accessible, and user-friendly. The preparation and distribution of project communications will follow the approach outlined in the table below.

Communication Step	Communication Purpose	Communication Methods/Tools for Intended Audience
Pre-Event Communication	Inform Indigenous communities of upcoming events (notices/invitations/advertising provided three (3) weeks before events).	Indigenous communities informed through advertisements/notices, e-mail, website, Engage Indigenous communities, and social media. Indigenous communities informed through email, mail-outs, and telephone (where necessary).
During Engagement Event Period	Provide copies of presentations, panels, meeting summaries, handouts, and project reports as an opportunity to be posted on Indigenous community media forums, if desired. Provide update memos to Indigenous communities.	Send ongoing engagement materials to non-responsive communities. Send pubic engagement materials to Indigenous communities as additional opportunities to engage in discussions.
Following Engagement Events	Inform Indigenous communities of what occurred, what we heard, and how it is being considered in the study.	A Summary Document of each engagement period will be prepared and emailed to each community. How input is used for the project will be presented/displayed at each engagement event using display panels and presentations.
Ongoing Communications	Provide an avenue through which the Indigenous communities can communicate with project staff about the project.	A project email address and comments received through the website will be monitored for incoming communications (comments, questions) throughout the study. The project email address will be officialplan@southfrontenac.net. The Township of South Frontenac will be responsible for monitoring these emails but Dillon can provide support.

4.0 Implementation Plan

Considerations:

- Indigenous communities may have limited capacity to participate in extensive discussions.
- Indigenous communities may require their own engagement approach for discussions.
- Approaches to engage effectively are expected to align with a growing, progressive relationship between Indigenous rights holders and the Township.
- Opportunities for Indigenous treaty education and awareness to be promoted by the Township on its webpage.

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
	Project Introduction outreach to Indigenous communities	May 2021	Email and phone call	n/a	• Draft email	• Send email to identified contacts
	Introductory meeting **VIRTUAL**	June 2021	Virtual meeting	Hard copy of presentation and engagement strategy approval	• Draft presentation content • Draft engagement tactics and set dates with Indigenous communities • Indigenous community engagement direction/	• Presentation delivery • Engagement strategy approval

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
					approval	
	Notice of project commencement	June 2021	Township Website, Engage South Frontenac, send website link to Indigenous communities	Phone line, email, Twp website/Engage South Frontenac, Indigenous community local newsletter if at no cost	• Support preparation of notice • Prepare content for webpage/Engage SF • Send launch information to Indigenous communities.	• Prepare notice and distribute • Coordinate webpage/Engage SF launch • Social media post(s)
	Engagement on Indigenous planning issues **VIRTUAL OR IN PERSON**	Four (4) Events Between July - October 2021	Focus groups (1.5h max if online or in person), online surveys, interviews	Phone line, email, Twp website/Engage South Frontenac	• Collaborate on preparation of materials for events and webpage/Engage SF updates • Provide input on maps required for events • Run and take notes on the engagement session • Document feedback and provide to Twp and Indigenous	• Collaborate on preparation of materials for events and webpage/Engage SF updates • Coordinate preparation of maps • Provide final approval on engagement materials • Distribute notices of engagement sessions • Coordinate

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
					community	website updates • Attend the engagement session • Social media post(s)
	Memo to Indigenous Community	December 2021	Email	n/a	• Draft update memo to community	• Approve memo • Send memo thanking for participation
	Engagement with Indigenous communities on early draft of Official Plan **VIRTUAL OR IN PERSON**	March 2022	One-hour meeting to review the Draft Official Plan and collect comments.	Zoom and PowerPoint (if virtual), Jamboard, phone line, email, Twp website	• Collaborate on preparation of materials • Provide input on maps required for events • Run and take notes on the engagement session • Document feedback and provide to Twp	• Collaborate on preparation of materials • Coordinate preparation of maps • Provide final approval on engagement materials • Distribute notices of engagement sessions • Coordinate website updates • Attend the engagement session

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
	Indigenous community briefing note	April 2022	Email	n/a	• Collaborate on preparation of materials • Document feedback	• Collaborate on preparation of materials
	Indigenous community invite to participate in the Statutory Open House	April 2021	Email	n/a	• Draft invite	• Send invite

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
	Statutory Open House **VIRTUAL OR IN PERSON**	May 2022	Meeting (virtual or in person)	If virtual: Zoom, PowerPoint; If in person: poster boards	• Collaborate on preparation of materials for event and webpage/Engage SF updates • Provide input on maps required for events • Run and take notes on the engagement session • Document feedback and provide to Twp	• Collaborate on preparation of materials for event and webpage/Engage SF updates • Coordinate preparation of maps • Provide final approval on engagement materials • Distribute notices of engagement sessions • Coordinate website updates • Attend the engagement session • Social media post(s)
	Additional Follow-Up Meetings **VIRTUAL OR IN PERSON**	Two (2) Meetings in May/June 2022	Meetings/interviews	Zoom, PowerPoint, Jamboard	• Document feedback and provide to Twp	• Coordinate preparation of any necessary maps

Stat	Event(s)	Timing	Tactics	Options for Supporting Materials, Communications	Roles and Responsibilities	
					Dillon	South Frontenac
	Presentation on draft O.P **VIRTUAL**	1 meeting in September	Meeting	Zoom, powerpoint	• Draft materials • Deliver presentation	• Approve materials • Deliver presentation
	Present to Council for Adoption **VIRTUAL OR IN PERSON**	September 2022	Meeting (virtual or in person)	If virtual: Zoom, PowerPoint. If in person: PowerPoint	• Prepare presentation materials • Attend meeting	• Distribute notices • Attend meeting

New Official Plan Road Map and Engagement

Township of South Frontenac

June 15, 2021

DILLON CONSULTING

Overview

1. Official Plan Road Map
    1. Vision, Goals and Guiding Principles
    2. Steps towards adoption of the Official Plan
2. Engagement Strategies
    1. Stakeholders
    2. Indigenous Communities
3. Next Steps
4. Questions

DILLON CONSULTING

Land Acknowledgement

Setting the Stage - A Vision for the Official Plan:

South Frontenac is a **progressive**, **forward-looking** municipality that balances facilitating **growth that meets the needs of all our residents** with **environmental leadership** in the protection of our outstanding natural assets to enhance the **exceptional lifestyle**, **rural character**, and **economic opportunities** offered by the Township.

Hitting our Target - Goals for the Official Plan:

Goal 1

We support our villages to meet the **daily needs** of our residents through **all stages of their lives**.

Hitting our Target - Goals for the Official Plan:

We are **leaders** in the protection of our **environmental areas and lakes** to support the **quality of life** in South Frontenac.

DILLON CONSULTING

Hitting our Target - Goals for the Official Plan:

Goal 3

We support a wide **range and scale of businesses** that contribute to the **vitality** of our community and **enhance investment in villages and rural areas** of the Township.

Hitting our Target - Goals for the Official Plan:

Goal 4

We support the enhancement of the **rural character** through the way we **manage growth**, **support rural** land uses, and by recognizing the **cultural heritage** of the Township.

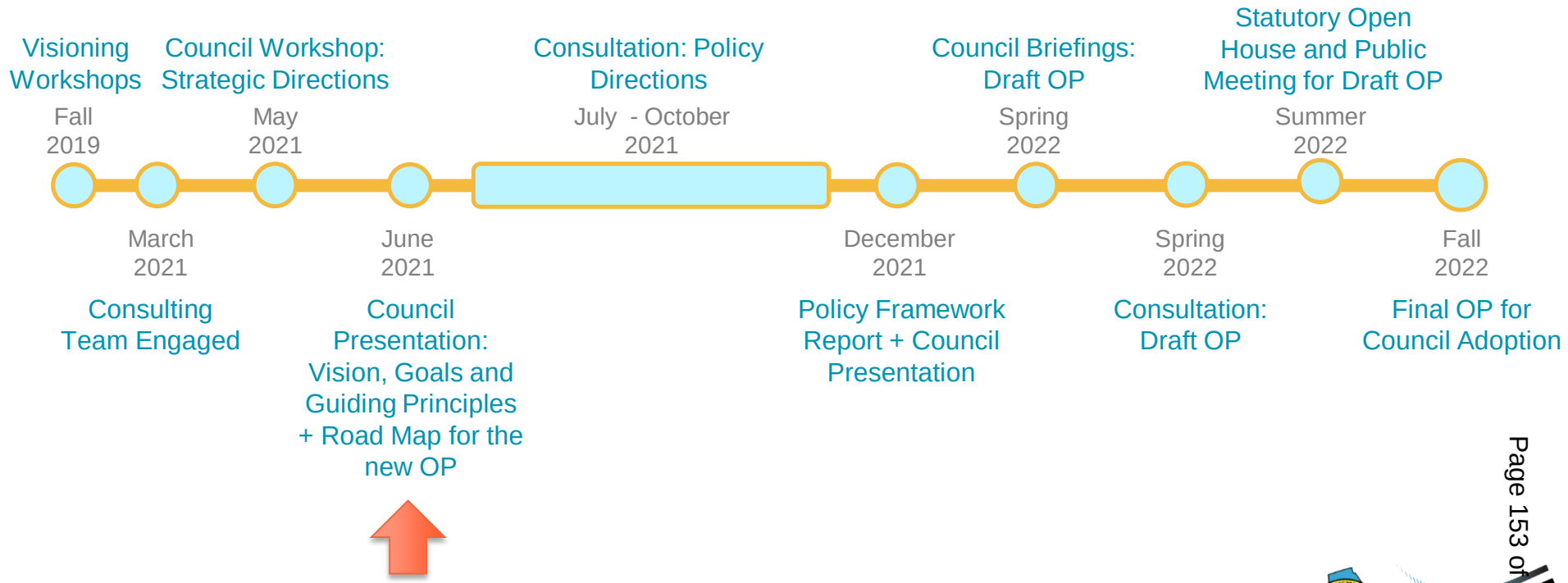
DILLON CONSULTING

Directing Decision-Making - Guiding Principles for the Official Plan:

1. Be **open-minded**
2. Adopt a **sustainability lens**
3. Consider the impacts of **climate change** on the future of our community
4. Work with, understand, and integrate **First Nation's interests**
5. Be **equitable and transparent**

DILLON CONSULTING

Road Map



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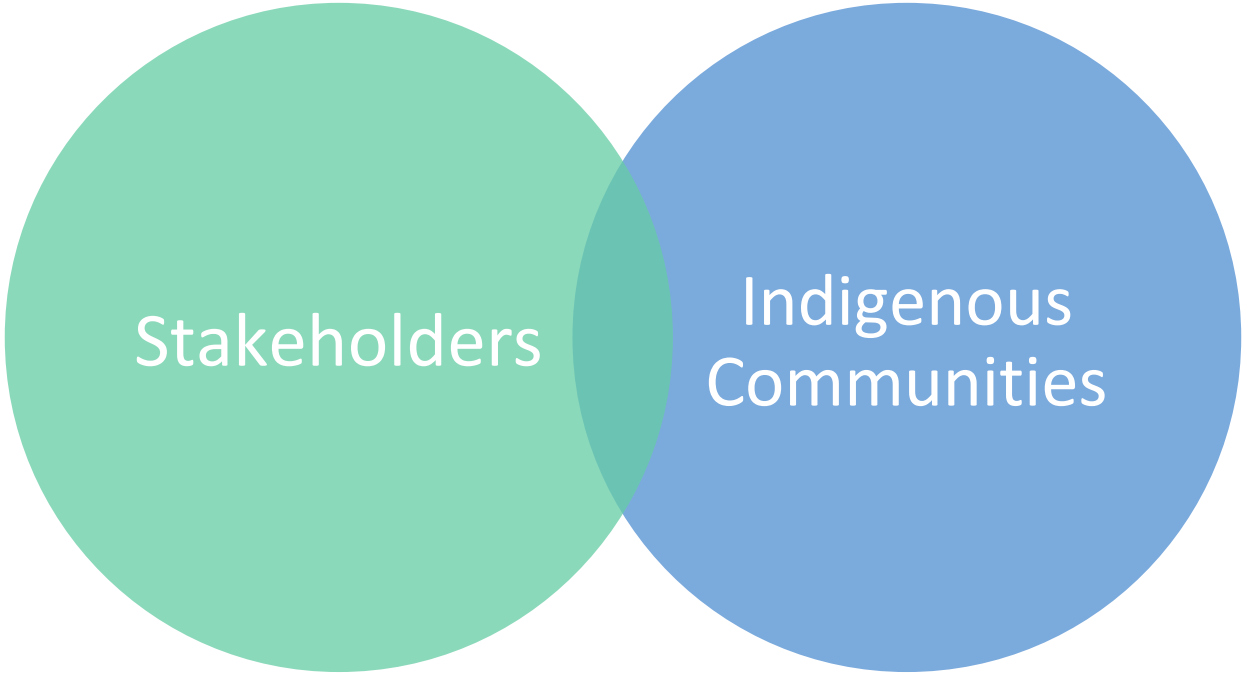
Engagement Strategies



Engagement Strategies- Audiences

Stakeholders

- Residents, community leaders
- Local businesses, networks, boards
- Community associations and committees
- Special interest groups (agriculture, home-builders, campgrounds, sports, etc.)
- School board, community services groups
- Conservation authorities
- Township Council and staff
- County staff
- Provincial staff

Indigenous Communities

- Algonquins of Ontario
- Tyendinaga Mohawks Bay of Quinte
- Alderville First Nation
- Williams Treaties
- Metis Nation
- Huron-Wendat
- Sharbot Obaadjiwan First Nation

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Engagement Strategies - Principles

Stakeholders

- Inclusion and Diversity
- Meaningful Involvement
- **Positive Experience and Innovation**
- Engage Early, Engage Often
- Accessible and Proactive Engagement
- Transparency

Indigenous Communities

- Inclusion and Diversity
- Meaningful Involvement
- Engage Early, Engage Often
- Accessible and Proactive Engagement
- Transparency
- **Trust and Honesty**

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Engagement Strategies – Timelines for Engagement

Stakeholders

- Formal project launch: June 2021
- Significant Planning Issues: Summer – Fall 2021
- Draft Official Plan: Early Spring 2022
- Open House: Late Spring 2022
- Public Hearing: Late Summer 2022

Indigenous Communities

- Introductory Outreach: May - ongoing
- Formal project launch: June 2021
- Indigenous Planning Issues: Summer – Fall 2021
- Draft Official Plan: Early Spring 2022
- Open House: Late Spring 2022
- Public Hearing: Late Summer 2022

Next Steps

1. Formal Public Project Launch

2. Policy Analysis and Preparation for Summer Consultation

Questions?

REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT

AGENDA DATE: June 15, 2021
REPORT DATE: June 9, 2021

SUBJECT: Request for Conservation Authority Review of Ministerial Zoning Order Applications

RECOMMENDATION

That Council endorse the following resolution:

That prior to tabling requests to endorse a Ministerial Zoning Order which affects lands regulated under Section 28 of the Conservation Authorities Act, municipal staff shall:

- *Notify the Conservation Authority of the request;*
- *Provide a copy of the request to the Conservation Authority;*
- *Request the conservation authority provide comments to the municipality regarding any issues or concerns related to natural hazards or natural heritage; and;*
- *Request the Conservation Authority to delineate the extent of the regulated land on the site such that the development project can be directed outside of any regulated features.*

And direct the Clerk to notify Quinte Conservation, Rideau Valley Conservation Authority and Cataraqui Conservation Authority of the passing of this resolution.

BACKGROUND

Under the Planning Act, the Minister of Municipal Affairs and Housing has the discretionary power to issue a Ministerial Zoning Order (MZO) to permit development anywhere in Ontario, bypassing normal review and approval processes under the *Planning Act*. MZOs are intended to be used by the Minister to expedite critical government priorities such as transit-oriented communities, affordable housing, long-term care homes and strategic economic recovery projects, removing potential barriers and delays.

The *Planning Act* was recently amended (through Bill 257) to no longer require that an MZO be consistent with policy statements issued under the *Planning Act* such as the Provincial Policy Statement, 2020.

The *Conservation Authorities Act* was also recently amended (through Bill 229) to require conservation authorities to issue a Section 28 permit for any development authorized by an MZO.

South Frontenac staff have been contacted by both Quinte Conservation (April 29, 2021) and Rideau Valley Conservation Authority (May 28, 2021) with the request for Council to endorse a resolution directing municipal staff to engage Conservation Authorities to review a MZO application prior to tabling a request for Council to endorse a MZO application. Municipal staff anticipate that we will also be contacted by Cataraqui Conservation Authority about the same matter.

While most recent MZO applications seem concentrated in Southwestern Ontario, Conservation Authorities have identified that they would like to ensure a process is in

place that includes input from the Conservation Authorities, should an MZO application be proposed in Eastern Ontario.

The Minister of Municipal Affairs and Housing has indicated they would look favourably on a MZO that has been endorsed by a local municipal council. If a MZO is proposed in South Frontenac, it is anticipated that Council would be notified of the application and be requested to indicate Council's support of the MZO.

As Council is aware, municipal staff work in partnership with Conservation Authority staff to regularly review development applications to ensure the protection of people, property, water quality and natural heritage features. Conservation Authorities are key partners in the review of development applications in the Township.

Staff support the request of the Conservation Authorities to notify them of a MZO application which effects lands regulated under Section 28 of the Conservation Authorities Act in South Frontenac. Municipal staff would request Conservation Authority staff review and provide comments for Council's consideration of whether to endorse a MZO application.

Conservation Authority staff have committed to provide information regarding a MZO application within 10 working days of receipt.

FINANCIAL/STAFFING IMPLICATIONS

- It is not anticipated that it will take any additional staff resources to engage the Conservation Authorities in a review of a MZO application.
- The appropriate review of a MZO application by the Conservation Authorities will assist in the protection of people and property, thereby minimizing financial risk to property owners.

Prepared/Submitted by:
Claire Dodds, MCIP, RPP, Director of Development Services

Approved by:
Neil Carbone, CAO

ATTACHMENTS

1. Letter from Quinte Conservation (April 29, 2021)
2. Email from Rideau Valley Conservation Authority (May 28, 2021)

Quinte CONSERVATION
clean world. safe homes. healthy life.

613-968-3434 Belleville
613-354-3312 Napanee
RR2, 2061 Old Hwy 2,
Belleville, ON. K8N 4Z2

April 29, 2021

Neil Carbone, Chief Administrative Officer
Township of South Frontenac

Via Email:

RE: Consideration of Ministerial Zoning Orders

On behalf of the Quinte Conservation Board of Directors, I am writing regarding recent changes to the *Conservation Authorities Act* (CA Act) specifically in reference to Ministerial Zoning Orders (MZO) provided by the Minister of Municipal Affairs and Housing. These orders are now included under the CA Act Section 28.0.1.

As you are aware, Quinte Conservation administers planning services and regulation permits to protect people and property. Included in Section 28.0.1, is the statement, "*an authority shall not refuse to grant permission for a development project*" even if the orders are against current regulatory mechanisms.

The Province has indicated that it will look favourably upon MZO applications that have been endorsed at the local level by municipal council. However, there is a degree of inconsistency in how these requests are being managed across the province.

To aid in Council's consideration of applications to the Minister, and to safe guard public safety and ensure a fair, transparent, and consistent approach across the watershed, we respectfully request that Council consider and endorse the following motion:

"THAT Prior to tabling requests to endorse an MZO application which affects lands regulated under Section 28 of the *Conservation Authorities Act*, municipal staff shall:

- Notify the Conservation Authority of the request;
- Provide a copy of the request to the Conservation Authority; and
- Request the Conservation Authority to delineate the extent of the regulated land on the site such that the development project can be directed outside of any regulated features"

We are committed to providing municipal staff the information within 10 working days of receipt.

On behalf of the Board, thank you for considering this matter.

Sincerely and respectfully,

Brad McNevin CAO
Quinte Conservation

From: Neil Carbone
To: Claire Dodds
Subject: FW: Minister's Zoning Orders
Date: May 28, 2021 11:00:42 AM

This just came through. ☺

Neil Carbone
Chief Administrative Officer
Township of South Frontenac
Box 100, Sydenham ON K0H 2T0
613-376-3027 Ext 2225
613-376-6657 (Fax)
www.southfrontenac.net

Natural, Vibrant and Growing – a Progressive Rural Leader

From: Michelle Paton [mailto:michelle.paton@rvca.ca]
Sent: May 28, 2021 10:56 AM
To: Athens, Darlene Noonan, CAO/Clerk <athens@myhighspeed.ca>; Doug Robertson Merrickville-Wolford (cao@merrickville-wolford.ca) <cao@merrickville-wolford.ca>; Jasmin Ralph, Montague <jralph@township.montague.on.ca>; 'cao@perth.ca' <cao@perth.ca>; Smiths Falls, Malcolm Morris, CAO <mmorris@smithsfalls.ca>; Karl Grenke <kgrenke@smithsfalls.ca>; Neil Carbone <ncarbone@southfrontenac.net>; Christine Woods <cwoods@southfrontenac.net>; Paul Snider <psnider@villageofwestport.ca>
Cc: Sommer Casgrain-Robertson <sommer.casgrain-robertson@rvca.ca>
Subject: Minister's Zoning Orders

SENT ON BEHALF OF: Sommer Casgrain-Robertson

Good morning municipal colleagues,

As you know, conservation authorities provide plan review services and administer regulatory permits to protect people and property. We deliver these services in partnership with our member municipalities and we appreciate the collaborative and integrated working relationship we have with you and your development review staff.

We are reaching out today about recent changes to the *Planning Act* and *Conservation Authorities Act* related to Minister Zoning Orders (MZOs). The purpose of our email is to ask that municipalities contact their local conservation authority to solicit input should their Council be asked to support an MZO application in their municipality.

Background
Under the Planning Act, the Minister of Municipal Affairs and Housing has the discretionary power to issue an MZO to permit development anywhere in Ontario, bypassing normal review and approval processes under the *Planning Act*. MZOs are intended to be used by the Minister to expedite government priorities such as transit-oriented communities, affordable housing, long-term care homes and strategic economic recovery projects.

Recent Change to the Planning Act

The *Planning Act* was recently amended (through Bill 257) to no longer require that an MZO be consistent with policy statements issued under the *Planning Act* such as the Provincial Policy Statement.

Recent Change to the Conservation Authorities Act

The *Conservation Authorities Act* was also recently amended (through Bill 229) to require conservation authorities to issue a Section 28 permit for any development authorized by an MZO.

Request to Consult Conservation Authorities

While most MZO applications seem focused in southwestern Ontario, we would like to ensure that a process is in place should one ever arise in the east. Since the Minister of Municipal Affairs and Housing has indicated that he will only consider issuing an MZO if the local municipal council supports the development, we anticipate that should someone apply for an MZO in your municipality, your Council will receive a request to support it.

To assist Council in their review and to ensure a transparent and consistent approach across our watersheds, we ask that prior to tabling any request to endorse a MZO application that municipal staff:

- Provide a copy of the request to the conservation authority; and
- Request that the conservation authority provide comments to the municipality regarding any issues or concerns related to natural hazards or natural heritage (e.g. potential impacts on the control of flooding or erosion, pollution, conservation of land, public safety, protection of property or ecological impacts).

We are committed to providing this information to our municipalities within 10 working days of receipt.

If you have any questions or concerns or if you wish to discuss the matter above, please do not hesitate to contact us at any time.

Sincerely,

Sommer Casgrain-Robertson
General Manager
Rideau Valley Conservation Authority
1-800-267-3504

STAFF REPORT

RECREATION DEPARTMENT

AGENDA DATE: June 15, 2021

SUBJECT: Resurfacing of Verona/McMullen Netsport Courts

RECOMMENDATION

That Council authorize the cancellation of Capital project 21-21 being the Resurfacing of the McMullen Park Netsports Courts, and reconsider the project in 2022 in the context of the Recreation, Parks and Leisure Master Plan.

BACKGROUND

As part of the 2021 Budget Council had approved $55,000 to resurface and install equipment to support two full size Tennis courts, a small basketball court and a shuffleboard area at McMullen Park in Verona.

The work would create a premier space for Tennis as many of the other courts are being highly utilized by the playing of Pickleball.

Staff issued a Tender for the project and received 2 bids along with a 3rd quote from a Vendor of record.

The prices far exceeded the budget by between 34-96%

ANALYSIS/DISCUSSION:

Given the current condition of the court and the cost of the work required, Staff feel it may be more cost effective to replace the entire surface/fence/etc. This would increase longevity and provide opportunity to enlarge the surface area to meet actual recreational/or higher play specifications.

For this reason, staff are recommending the cancellation of this project, and reconsideration with the potential for an increased scope (replace instead of refurbish) in the 2022 budget. This will also allow the project to be reviewed in the context of the completed Recreation, Parks and Leisure Master Plan.

STAFFING/FINANCIAL IMPLICATIONS:

Cancellation of the project will result in $45,000 being returned to the Infrastructure Reserve and $10,000 in donations held in reserve in anticipation of re-budgeting in 2022.

ATTACHMENTS:

1. 21-21 McMullen Park Court Capital Detail Sheet

Prepared by:

Tim Laprade
Manager of Recreation and the Frontenac Community Arena

Approved by:

Neil Carbone
Chief Administrative Officer

SOUTH FRONTENAC Capital Project Detail Sheet

Project Information

Project Name: **McMullen Park Court**

Project Number: **21-21**

Department: **Public Services**

Type of Project: **Vertical Infrastructure (Facilities, Lands & Parks)**

Basis for Activty: **Service Level Change**

Relationship to Strategic Plan: **Priority #4 - Be a catalyst for the creation of vibrant, complete communities**

Description:
Complete Resurface and colouring courts to support multiple uses:
- Two standalone Tennis courts
- Basketball court outside fence
- Shuffleboard or other outside fence
- New Basketball posts/nets

Rationale:
Continue court improvements across Township; greater demand for tennis at this location; current backetball + shuffleboard faclities in state of disrepair

Staff Contact: Tim Laprade, RECREATION SUPERVISOR/ARENA MANAGER

Project Finances

Operating Impacts:

Budget Year(s)	Exp/(Rev)	FTE

Explanation:

Current (2021) Year Cost: $55,000

Prior Expensed to Date: $0

Total Project Cost: **$55,000**

Phase(s)	Prior Approved	2021	2022	2023	2024	2025
Purchase	-	-	-	-	-	-
Design	-	-	-	-	-	-
Construction	-	55,000	-	-	-	-
Other	-	-	-	-	-	-
	-	-	-	-	-	-
Funding Source(s)						
Government Funding	-	-	-	-	-	-
Donations	-	10,000	-	-	-	-
Infrastructure	-	45,000	-	-	-	-
User Fees	-	-	-	-	-	-
Debenture/Loan	-	-	-	-	-	-

REPORT TO COUNCIL
RECREATION DEPARTMENT

AGENDA DATE: June 15th, 2021

SUBJECT: Support for application to the Canada Healthy Communities Initiative funding for Multi-Use Facility roof construction

---

RECOMMENDATION:

That Council support a grant application to the federal infrastructure fund – Canada Healthy Communities Initiative (CHCI) – in the amount of $250,000 to construct a roof on the Multi-Use Facility at Centennial Park in Harrowsmith.

BACKGROUND:

With financial support in the amount of $15,000 from the South Frontenac Stock Sport Club and a $20,000 anonymous donation. Council approved construction for the new Multi-Use Facility (MUF) at Centennial Park in the 2020 budget.

The original architectural drawings and specifications of the project included a roof over the facility supported by columns to allow the space to be as open as possible. The base construction specification includes footings to support columns for this purpose. Construction is nearing completion and the facility should be available for public use by July, 2021.

The CHCI grant is a $31 million federal fund in response to COVID-19 and will support communities as they develop new ways to adapt spaces and services to meet the ongoing and continuing needs arising from the pandemic. The funded projects must fall within at least one of the three Healthy Communities Initiative theme areas: safe and vibrant public spaces; improved mobility options; and/ or digital solutions. Applications are being accepted until June 25th, 2021.

DISCUSSION/ANALYSIS:

Staff are recommending an application to construct a roof on the MUF under the CHCI funding stream “Safe and vibrant public spaces”. The funding stream is described as *“community projects that create and adapt public spaces, or programming and services for public spaces including parks, commercial main streets, and access to other amenities. Community projects that adapt public spaces to meet public health guidance.”*

Additional Funding Details:

- All funded budget items must be project-related and funding recipients must incur expenses between April 1, 2020, and June 30, 2022;
- There are no cost sharing requirements. The CHCI will fund 100% or a portion of the project;
- Proof of permit approvals are not required to apply to CHCI. However, applicants must be clear of what permits are required and submit the approved permits before receiving funding;
- The minimum funding amount for projects is $5,000 and the maximum funding amount is $250,000 for each project.

REPORT TO COUNCIL
RECREATION DEPARTMENT

Project Readiness:

- The Township received architectural concept drawing from Mikaela Hughes Architect in 2020 to include in the application;

- Frontenac County, the South Frontenac Stock Sport Club have indicated they would provide a letter of support for the application. Staff will request a letter of support from *thinc design*, consultants for the development of the Recreation, Parks & Leisure Master Plan. Staff will also approach the Recreation Committees, the Harrowsmith Social & Athletic Club, the Frontenac Pickleball Club, The Grace Centre, the South Frontenac Museum Society, and KFL&A Public Health for additional letters of support.

- Architectural drawings and specifications of the project include the roof and construction has included footings to support columns for this purpose.

STAFFING/FINANCIAL IMPLICATIONS:

A budget estimate for roof construction is not available at this time, but will be obtained before the application is submitted; it is not anticipated to be in excess of the maximum funding allocation of $250,000 and so would be fully funded if the application is approved.

ALIGNMENT WITH THE STRATEGIC PLAN:

This project is in alignment with South Frontenac's Strategic Plan, specifically the following priorities:

- To promote and support growth than meets the community's needs while maintaining the integrity of our natural environment;

- To be a catalyst for the creation of vibrant, complete communities

ATTACHMENTS:

- Original architectural drawings produced by Mikaela Hughes Architect – for reference

Prepared by:

Amanda Pantrey
Program, Events & Education Coordinator

Submitted/approved by:

Tim Laprade
Manager of Recreation and Frontenac Community Arena

Approved by:

Neil Carbone
Chief Administrative Officer

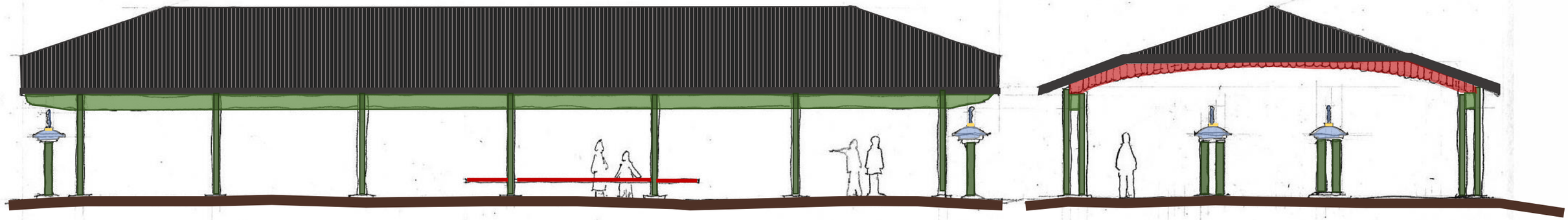
POSSIBLE LOCATION
FOR CONCESSIONS

STOCKSPORT PLAYING FACILITY

14 M (46 FT)

32 M (105 FT)

PLAN SHOWING 3 PLAYING
SURFACES FOR STOCKSPORT



SIDE ELEVATION

END ELEVATION

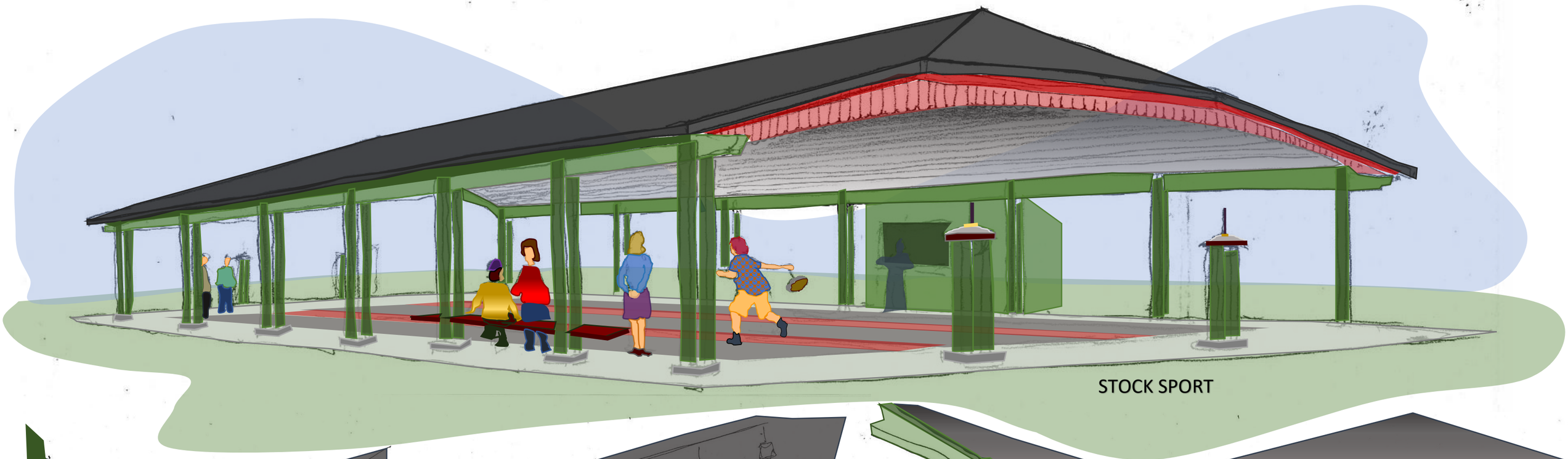
MIKAELA HUGHES ARCHITECT

CONCEPT DRAWING

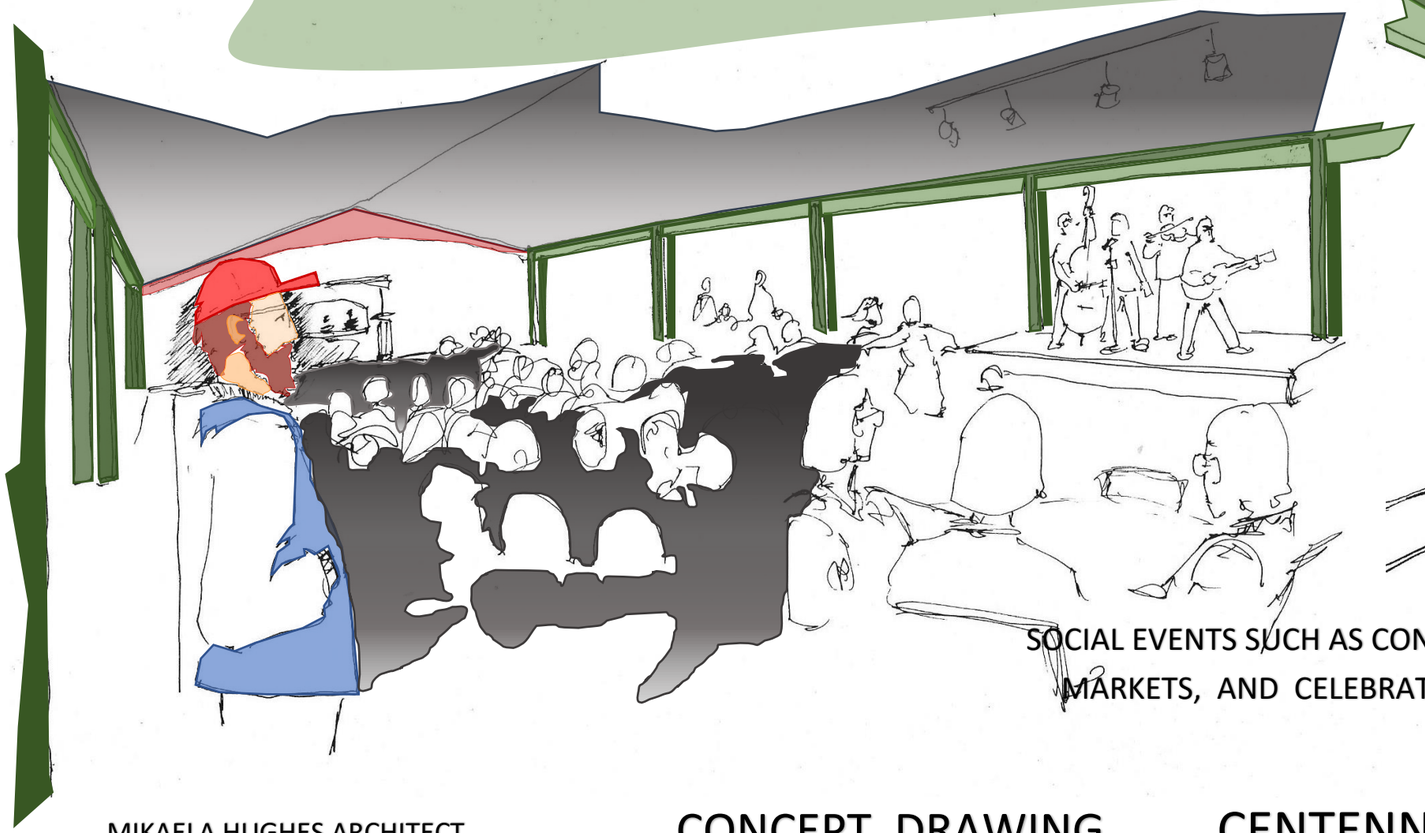
TOWNSHIP OF SOUTH FRONTENAC

CENTENNIAL PARK MULTIPURPOSE PAVILLION

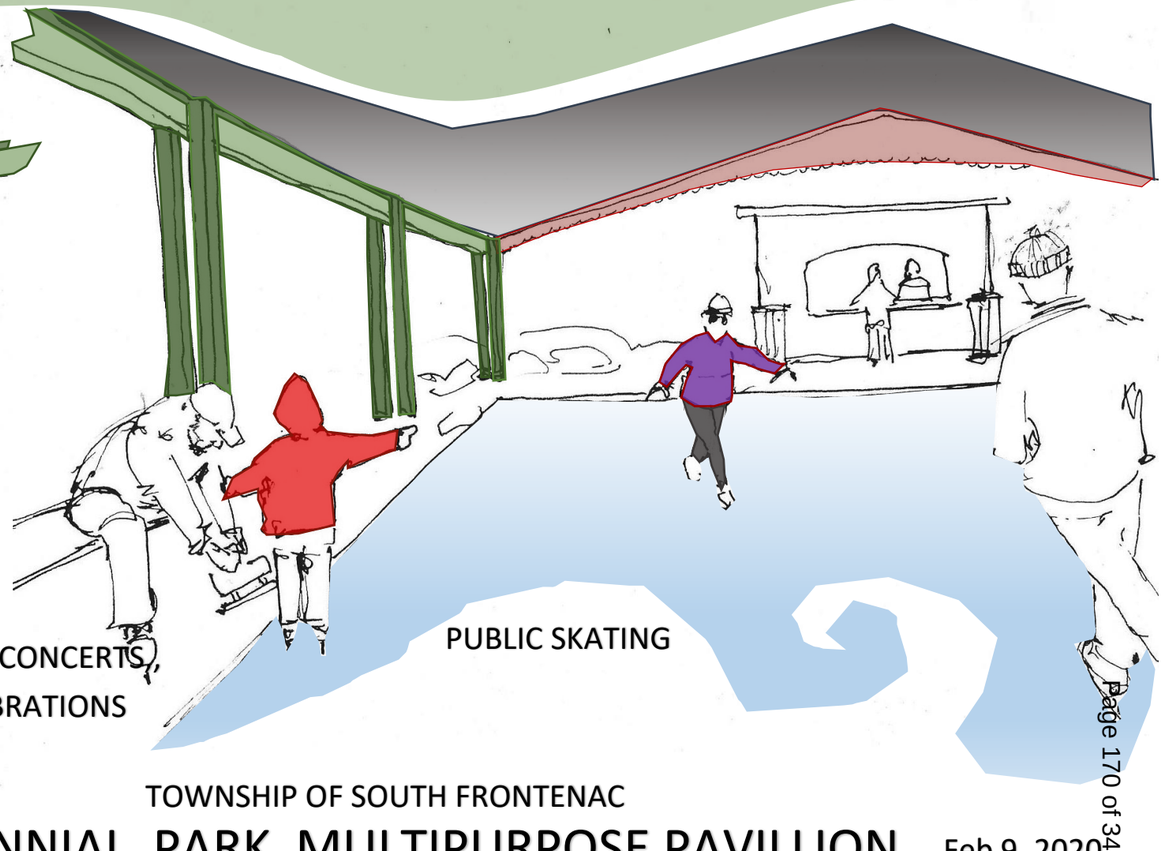
Feb 9, 2020



STOCK SPORT



SOCIAL EVENTS SUCH AS CONCERTS,
MARKETS, AND CELEBRATIONS



PUBLIC SKATING

TOWNSHIP OF SOUTH FRONTENAC

MIKAELA HUGHES ARCHITECT

CONCEPT DRAWING

CENTENNIAL PARK MULTIPURPOSE PAVILLION

Feb 9, 2020

REPORT TO COUNCIL

PUBLIC SERVICES DEPARTMENT

AGENDA DATE: June 15, 2021

SUBJECT: Tender # PS-2021-23 – Stafford Ln Culvert Rehabilitation

---

RECOMMENDATION:

That Council accept the bid from Crains Construction Ltd. in the amount of $289,027.40 (Including Non-Refundable HST) for the Stafford Lane culvert rehabilitation project;

And That Council award the third stage of the engineering assignment with Ainley Group for contract administration services at the bid rate of $2,800 per week (RFP PW-P02-2019); and

That the estimated budget shortfall of $64,211.84 be funded from the Asset Investment Reserve.

BACKGROUND:

In January of this year Council approved its 2021 Operating and Capital budgets which included the rehabilitation of the Stafford Lane culvert (2750mm diameter) including widening of the causeway, new headwalls, guide rails and bank stabilization. This tunnel plate liner project involves some construction challenges that include: limited staging areas, significant dewatering activities and the requirement to maintain emergency/public access over the crossing throughout the duration of construction.

On May 19th, 2021 the Township released tenders for the project and advertised on the Township's website. On June 9th, 2021 the bid period for the tender closed with a total of five (5) tender submissions received. One of the tenders was subsequently found to be incomplete and was rejected based on the requirements of the procurement bylaw.

The results of the remaining tender bids were as follows:

Supplier	Total *(Inc. Non-Refundable HST)*
AWD Contractors	$371,424.00
Coco Paving Inc.	$792,710.40
Crains Construction Ltd.	$289,027.40
Louis W. Bray Construction Ltd.	$430,444.80

All of the remaining tender submissions were reviewed for accuracy and found to be compliant with the Township's procurement bylaw.

ANAYLSIS AND OPTIONS:

Staff also completed a detailed review of the bid from Crains Construction Ltd. and have confirmed that the low bidder has completed other projects of similar scope in Frontenac County and Lanark County.

The conditions of the Stafford Lane culvert crossing (2,750m diameter) remain poor as the wing walls of the culvert crossing are experiencing structural failure

and are being further undermined by surface drainage. Investing in this structure is therefore critical this year to fully restore the crossing on the causeway and improve emergency vehicle access as well. The construction permits for the project currently identify that in-water works must be performed on or after July 1st, 2021 and be completed by September 30th, 2021 thus adding greater time constraints. It is therefore recommended that the low bid from Crains Construction Ltd. be accepted and that the Township proceed with the award of contract.

FINANCIAL/STAFFING IMPLICATIONS:

The 2021 Budget allowance for the overall project is $300,000 ($328,000 total project budget) to cover the remaining project (See Attached capital detail sheet). To move forward this year, the Township requires additional funding of approximately $64,200 which includes necessary expenses for project management, quality assurance testing and associated contingencies.

The additional funding would be allocated from the asset investment reserve and would have a negligible impact on long range financial planning.

A breakout of the revised project budget is provided below:

ACTIVITY	COST ($)
Design / Permit (expenses & commitments YTD)	$41,281.70
Crains Construction Ltd. (low bid Net HST)	$289,027.40
Contract Administration (2021 Budget)	$30,000.00
Subtotal	$360,309.10
Contingency Allowance - Construction (10% of 2021 budget)	$31,902.74
Revised Project Budget	**$392,211.84**
Approved Budget	$328,000.00
Estimated Shortfall	**$64,211.84**

ATTACHMENTS:

1. Stafford Lane Culvert Rehabilitation 2021 Capital Detail Sheet

Prepared by:

W. Troy Dunlop, C.E.T.
Manager of Technical Services and Infrastructure

Approved by:

Neil Carbone
Chief Administrative Officer

SOUTH FRONTENAC

Capital Project Detail Sheet

Project Information

Project Name: **Stafford Lane Culvert**

Project Number: **21-R02**

Department: **Public Services**

Type of Project: **Linear Infrastructure (Roads & Bridges)**

Basis for Activty: **Asset Renewal**

Relationship to Strategic Plan: **N/A**

Description: Stafford Lane Causeway - Tendered
Culvert relining; Guiderails; bank stabilization; causeway platform widening

Rationale: OSIM recommended repair (BCI 36.1/100)
Urgent - prevent collapse
Only access point to Stafford and other lane residents

Staff Contact: Mark Segsworth, DIRECTOR PUBLIC SERVICES

Project Finances

Operating Impacts: Budget Year(s) | Exp/(Rev) | FTE

Explanation:

Current (2021) Year Cost: $300,000

Prior Expensed to Date: $0

Total Project Cost: **$328,000**

Phase(s)	Prior Approved	2021	2022	2023	2024	2025
Purchase	-	-	-	-	-	-
Design	28,000	-	-	-	-	-
Construction	-	270,000	-	-	-	-
Contract Admin	-	30,000	-	-	-	-
	-	-	-	-	-	-
Funding Source(s)						
Government Funding - OCIF	-	-	-	-	-	-
Developer Contribution	-	-	-	-	-	-
Taxation	-	300,000	-	-	-	-
Federal Gas Tax (FGT)	-	-	-	-	-	-
County FGT	-	-	-	-	-	-

REPORT TO COUNCIL

Public Services Department

AGENDA DATE: June 15, 2021

SUBJECT: New Station 8 Fire Hall – Supplemental Report

RECOMMENDATION:

That Council support the use of an air-source heat pump with electric backup for the office portion of the new Station 8 Fire Hall and maintain the use of a high-efficiency propane boiler system for the remainder of the heating requirements; and,

That Council support further investigation of a net-metering solar option concurrent to the construction of Station 8; and

That Council direct staff to continue to assess alternatives for possible implementation provided it does not delay the design or tendering process for the new Station 8 Fire Hall.

BACKGROUND:

At its regular meeting on May 18, 2021, Council pass the following motion, as amended, awarding the design of a new Station 8 Fire Hall to Ron Awde Architect, and requesting further information be brought back to Council at its regular meeting on June 15th, 2021:

> ***Resolution No. : 2021-19-15***
> *Moved by Councillor Revill*
> *Seconded by Councillor Ruttan*
>
> *That Council support the proposed design changes to the Station #8 Fire Hall as indicated in Attachment #1 to this report; and,*
>
> *That Council approve the proposal submitted by Ronald Awde Architect in the amount of $99,990 for the Design and Construction Services of a new Station #8 Fire Hall, and*
>
> *That Council direct staff to report back on comparative costs of using an air source heat pump as the primary method of heating and cooling in the fire hall, including the long term operating cost implications and its effect on greenhouse gas emissions compared to fossil fuel alternatives and report back to Council no later than June 15, 2021, and*
>
> *That Council direct staff to report back on the feasibility, costs and savings associated with installing solar panels for the purpose of joining Hydro One's net metering program prior to finalizing the design of the New Fire Hall including the option of ground mount panels.*

This report provides the information requested by Council on May 18th, 2021.

ANALYSIS/DISCUSSION:

Solar Panels and Net Metering Program

Staff consulted with the architect and their electrical engineers, as well as Hydro One representatives and local off-grid specialists regarding the installation of solar panels

at the new Station 8 Fire Hall, and the prospect of participating in Hydro One's Net Metering Program.

Building Demand and Solar

The annual electricity demand for the new Station 8 is estimated at 40,000+/-kWh. Based on the roof area available for solar panel installation (3,500 sqft.), the new Fire Hall could support 120 roof-mount panels which would have the capacity to generate approximately 42,000+/-kWh per year. The cost of the system is estimated at $100,000 plus peripherals including inverters and other equipment for a total of $132,500.

Despite system output having the potential to offset 100% of the building's electricity demands, the time-based availability of solar power and lack of storage capacity mean that grid-based electricity would still be required, and a base rate for delivery, debt reduction and other fixed charges would continue.

Net Metering Program

Hydro One's Net Metering program is available to any Hydro One customer who generates electricity primarily for their own use from a renewable energy source (wind, water, solar radiation or agricultural biomass).

Net metering allows you to send electricity generated from Renewable Energy Technologies (RETs) to Hydro One's distribution system for a credit towards your electricity costs. Excess generation credits can be carried forward for a consecutive 12 month period to offset future electricity costs. Net metering also results in delivery charge reductions since they are calculated on the net usage.

Participation in the Net Metering program is based on the size (generation capacity) of a system and the availability of feeder station/grid capacity. Since the proposed Station 8 system would have a nameplate capacity of greater than 10kW (and greater than 30kW 3-phase), it would be subject to a lengthier application process which requires engineered design, a connection impact assessment and other information including the identification of the feeder station and grid capacity.

*Until feeder station capacity is known, and a full application submitted and reviewed by Hydro One, acceptance into the Net Metering program cannot be guaranteed.

Ground-Mount Solar Option

Based on discussions with local alternative energy contractors, should the Township wish to pursue a net metering agreement, a ground mount solar system may be a better alternative to a roof-mount system.

A ground-mount system could be connected to the building at a later date, allowing the Fire Station construction to proceed unimpeded by the Hydro One application or any unforeseen issues or delays. It would also provide greater flexibility on the size of the solar system and allow for easier maintenance and better orientation to the sun to maximize output.

Important Note

An important consideration in review of net metering was the effect of potential changes to the HVAC system (air-source heat pump/electric backup) on the electricity demands for the building. This is discussed in the next section.

REPORT TO COUNCIL

Public Services Department

Air-Source Heat Pump and Backup Systems

The Township's consultant was asked to report on the potential of using an air-source heat pump system for heating and cooling of the new fire station instead of the high-efficiency propane furnace and boiler installed at the Station 6 Fire Hall.

Heat Pump/electric for Office Areas

Awde suggests that an air-source heat pump system could be used to reduce energy consumption (and ghg emissions) at the new facility compared to a propane furnace, and that electric backup (duct heaters or electric furnace) could be utilized to heat the *office areas* when temperatures fall below those that the heat pump can deal with effectively rather than relying on a propane furnace backup.

Garage Bays and Boiler System

The Station 6 design utilizes propane boiler-driven in-floor heating for the garage bays and snow melting.

Due to temperature regulation challenges in garage bays, and the energy requirements of an air-source heat pump if run on electricity, conversion of the boiler system to heat pump with electric backup would result in a considerable increase in electricity requirements. The consultants estimate a demand of 125,000kWh (compared to 40,000kWh) to move to a full electric backup for the garage heating system including snow melt loops. Further, the additional reliance on electric backup will result in a larger backup generator being require at a premium of $20,000+/-.

The consultant suggested that the in-floor heating loops would be more effectively driven by a *ground*-source heat pump, but that this would add considerable cost and may result in more challenging and costly maintenance in the future.

Also, as noted in the last section, if the Township pursued a solar system and net metering, the greater electricity demands of a heat pump/electric backup system in the garage may significantly reduce or eliminate any savings realised from the solar/net metering.

Payback Periods and Greenhouse Gas Emission Comparisons

	Roof Mount Solar w/Propane Boiler + Backup	**Ground Mount Solar w/Heat Pump Boiler + Electric Backup**
Number of Solar Panels	120	360
Estimated Fixed Costs	$ 132,550.00	$ 500,000.00
Total Estimate Demand	40,000 kWh	125,000 kWh
Estimated Propane Use	16,000 L to run boiler	Minimal amount to run generator
Electricity Use (Net Metering assumption)	Delivery/debt reduction & other fixed fees will apply	Delivery/debt reduction & other fixed fees will apply
Est. Greenhouse Gas Emissions kGHG/ year *	24,655.744	3,809.125
Estimated Pay Back	10-12 years	25+ years
Annual utility fee savings (Hydro/propane)	$6,000	$18,000 (hydro)
Remaining annual fees	$7,500	$0

**Base utility costs for Station 8 w/o HVAC changes is $6,000 hydro and $7,500 propane*

REPORT TO COUNCIL

Public Services Department

Recommendation

The township's consultant suggests that 120 solar panels (roof-mount, more are possible if ground-mount) would be sufficient to cover the building load *if* the boiler remains as a high-efficiency propane unit. The Township would also achieve a good operating case for net metering in the future.

Based on this information and additional feedback from Hydro One and local solar contractors, staff recommends that the Township proceed with an air-source heat-pump with electric backup for the office area HVAC at the new Station 8. A recommendation regarding air-source heat pump for the boiler and backup, given the load requirements, is more difficult to make at this time without more information.

Staff recommends that the Township accommodate solar in the roof load bearing capacity and also explore a *ground*-mount solar system, either of which could reduce grid electricity usage/costs through direct generation. It is also recommended that the Township explore the net metering option with Hydro One prior to solar investment in order to develop a more accurate business case and potentially increase the cost savings.

Either solar option could be reviewed concurrent to the station construction (or afterwards) without impacting the construction timing or design, and may ultimately result in a shorter payback period or greater net metering savings than could be achieved if a roof-mount system without confirmation of net metering was committed to at this early stage.

Due to the agenda deadline for this report, additional or more refined information may be available before or at the Council meeting on June 15th.

STRATEGIC PLAN ALIGNMENT:

The recommendations of this report support Council's *Strategic Priority #2: Promote and Support Growth that meets the community's needs while maintaining the integrity of our natural environment*

FINANCIAL/STAFFING IMPLICATIONS:

All amounts indicated in this report are high-level estimates based on best available information.

Addition of solar to the Station 8 capital project would result in increased costs of between $132,550 and $500,000 depending on the size of the system.

Assuming net metering, the payback periods of these systems would be between 10 and 20 years respectively, with the longer period resulting in a significant reduction in greenhouse gas emissions; however, utilizing an electrically-run air-source heat pump system to drive the boiler results in either higher annual utility fees or a high fixed capital cost for solar, and would require commitment now without confirmation of net metering or a fulsome business case for solar.

ATTACHMENTS:

Letter from Ron Awde re: costs of updated building systems (Air-source heat pump/solar)

REPORT TO COUNCIL

Public Services Department

Submitted/Approved by:

Neil Carbone
Chief Administrative Officer

Jamie Brash
Manager of Facilities & Solid Waste

Darcy Knott
Director of Emergency Services
Fire Chief/CEMC

RONALD
AWDE
ARCHITECT
1458 KING STREET
BETHANY • ONTARIO
L0A • 1A0
705 • 277 • 9490

Memo

to: Jamie Brash, Facilities & Solid Waste Supervisor
Township of South Frontenac

from: Ron Awde

re: Township of South Frontenac - Fire & Rescue Station No. 8
Solar Power Generation - Net Metering

date: June 10, 2021

Per discussions on the provision of solar energy and achieving net metering, please note the following:

Total Estimated Demand	40,000 +/- kWh
Area of Roof Available	3,500 s.f.
Number of Panels	120
Production Capacity	42,000 kWh
Solar Panel Costs	$100,000 +/-
Peripherals	$20,000 +/-
Additional Fees	$12,550 (est.)
Estimated Cost	***$132,550 +/-***

In discussion with our mechanical and electrical sub-consultants, they advise that if the boiler is kept as propane high efficiency, that a 42,000+/- kWh solar panel system should be able to cover 100% of the load for the building, including snow melting at the exterior.

Given this, it would appear to make more sense to leave the boiler fueled by propane, since that there will be propane on site for the generator. This also eliminates a significant premium for the air to liquid heat pump and for increasing generator size to handle the heat pump as well as needing to accommodate nearly 3 times the number of panels if the boiler is replaced with the heat pump.

Based on past and projected electrical costs and extrapolation of consumption for Station 6, it is anticipated that the system should have a 10 to 12 year payback assuming average weather conditions.

REPORT TO COUNCIL

Office of the Chief Administrative Officer

AGENDA DATE: June 15, 2021

SUBJECT: Community Safety & Wellbeing Plan

RECOMMENDATION:

That South Frontenac Council adopts the joint Community Safety and Well Being Plan for the Townships of Central Frontenac, North Frontenac, South Frontenac and Frontenac Islands; and,

That Council directs the Clerk to post a copy on the Township's website and have a copy available in the Township office within 30 days of this approval.

BACKGROUND:

As part of legislative amendments to the Police Services Act, 1990, every municipal council is responsible for preparing and adopting a Community Safety and Well Being Plan (CSWB plan). This requirement for CSWB planning came into force on January 1, 2019, and municipalities were to have two years from that date to prepare and adopt a plan (i.e., by January 1, 2021). This deadline was extended six (6) months to July 1, 2021 by the Ministry of the Solicitor General as a result of the Covid-19 pandemic.

Under the legislation, the responsibility to prepare and adopt a CSWB plan applies to single, lower-tier, and regional municipalities; however, municipalities have the discretion and flexibility to develop joint plans with surrounding municipalities or First Nation communities.

The completed and approved plan must be published and made available in multiple formats within 30 days of its adoption by Council.

ANALYSIS/DISCUSSION:

The Townships of Central Frontenac, North Frontenac, South Frontenac and Frontenac Islands have undertaken this process collectively, and engaged the services of consultants Jane Torrance and Stephanie Gray (Big Thinking), to complete the plan as prescribed by legislation. A multi-sectoral Advisory Committee was assembled to work with these consultants to develop the plan. South Frontenac's representative on that Committee was former Police Services Board Committee member David Harrington.

The plan was completed as required by the legislation, including consultation consisting of surveys, stakeholder interviews and input from the Advisory Committee and via a well-attended "Partner Day". The Advisory Committee members, consisting largely of community agencies representing the region, have expressed their willingness to continue working towards implementing the strategies outlined in this plan, alongside the Townships.

A draft Plan was presented to Council at a Joint Council Meeting hosted by Central Frontenac Township on May 20, 2021.

<u>Purpose</u>

As required by the legislation, the intent of the CSWB Plan is to:

REPORT TO COUNCIL

Office of the
Chief Administrative Officer

- Identifying priority risks (e.g. systemic discrimination and other social factors that contribute to crime, victimization, addiction, drug overdose and suicide)
- Identify strategies to reduce those risk factors (e.g. new services, changing/coordinating existing services)
- Setting measurable outcomes

The plan identifies the following risk areas through the committee's consultation:

- Substance Abuse
- Mental Health
- Crime and Violence
- Health and Well-being
- Poverty
- Housing
- Transportation
- Cultural (indigenous)
- Geographic/Social Isolation

For the purposes of implementation, the recommendations of the plan are categorized under three (3) themes:

1. Rural Economic and Community Development
2. Health, Mental Health and Addictions
3. Violence and Justice

The plan makes high-level recommendations but does not include costing or other specific details. At the recent joint Council meeting, there was discussion regarding implementation expectations and it was suggested each Council could consider how it would prioritize and implement the recommendations, with many involving a change in approach or awareness rather than direct funding.

That said, the Association of Municipalities of Ontario (AMO) has noted that implementation of CSWB Plans remain an unfunded mandate and has called for financial support from the province as a result.

Additional regulations prescribing requirements related to monitoring, evaluating, reporting, and reviewing of the CSWB plan do not currently exist but may be outlined at a later date.

Approval of the CSWB Plan does not constitute approval of funding for any specific purposes.

STRATEGIC PLAN ALIGNMENT:

The recommendations of the CSWB Plan should be considered alongside other priorities at Council's upcoming Strategic Plan review meeting.

The recommendations of plan aligns with Council's *Strategic Priority #4: Be a Catalyst for the creation of vibrant and complete communities.*

FINANCIAL/STAFFING IMPLICATIONS:

None for the purposes of this report.

REPORT TO COUNCIL

Office of the
Chief Administrative Officer

ATTACHMENTS:

Community Safety and Well Being Plan – Frontenac Townships

Submitted/Approved by:

Neil Carbone
Chief Administrative Officer

June 2021

Community Safety & Well-Being Plan

Townships of Central Frontenac, North Frontenac, South Frontenac and Frontenac Islands

bigthinking
BIG RESULTS

Jane Torrance
Stephanie Gray

Township of North Frontenac

SOUTH FRONTENAC

CENTRAL FRONTENAC
Frontenac's Natural Gem

Township of Frontenac Islands
Established 1998

Table of Contents

Executive Summary		3
1.	Introduction to Community Safety and Well-being	6
1.2	Environmental Scan	7
1.3	Objectives	12
1.4	Approach and Methodology	13
2.	Risks to Community Safety and Well-Being	15
2.1	Rural Economic and Community Development	15
	Poverty	16
	Income	17
	Employment	20
	Strategies to Mitigate the Risk	23
	Housing and Homelessness	26
	Strategies to Mitigate the Risk	30
	Transportation	32
	Strategies to Mitigate the Risk	34
	First Nations Indigenous Culture	35
	Strategies to Mitigate the Risk	37
	Rural Community Development	38
	Strategies to Mitigate the Risk	40
2.2	Health, Mental Health and Substance Use	40
	Health	41
	Youth	42
	Seniors	45
	Special Needs/Services	45
	Primary Care	46
	Substance Use and Mental Health	46
	Strategies to Mitigate the Risk	51
2.3	Violence Against Persons (physical, emotional, sexual, domestic)	56
	Strategies to Mitigate the Risk	60
3.	Outcomes and Actions and Implementation	63
References		66
Appendix 1 – Draft Implementation Plan		69

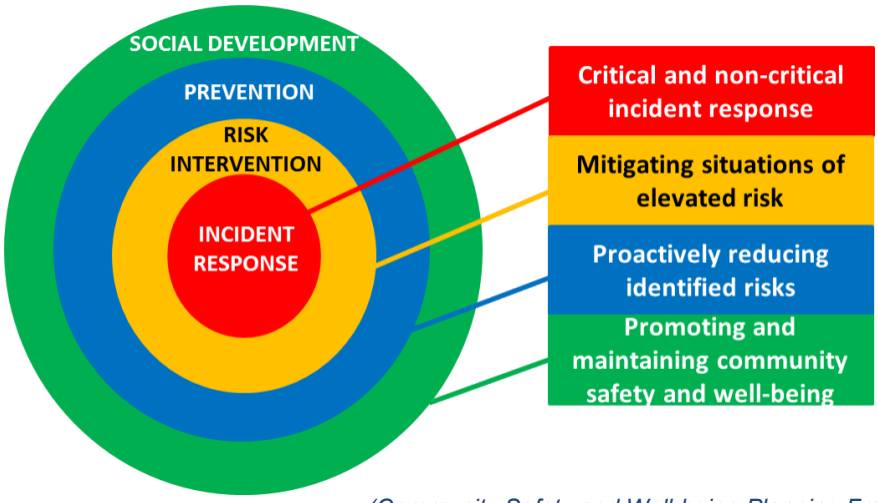
Executive Summary

The Townships of Central Frontenac, North Frontenac, South Frontenac and Frontenac Islands have been working with their community partners since October of 2019 to develop a Community Safety and Well-being Plan, as mandated by legislation under the *Police Services Act*. More than 80 individuals, groups, organisations and agencies have been consulted in this process.

The Ministry of Solicitor General has provided a framework to help municipalities undertaking the community safety and well-being planning process. A critical element of this framework is understanding the importance of planning in the following four areas "to ensure local plans are as efficient and effective as possible in making communities safer and healthier":

- social development
- prevention
- risk intervention, and
- incident response

Consequently, this Community Safety and Well-being Plan will work mostly within the Social Development and Prevention rings of this diagram.



(Community Safety and Well-being Planning Framework, 2019)

Social Development

Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health (i.e., the conditions in which people are born, grow, work, live, and age such as education, early childhood development, food security, quality housing, etc.) and thereby reduce the probability of harm and victimization. Specifically, social development is where a wide range of sectors, agencies and organizations bring different perspectives and expertise to the table to address complex social issues, like poverty, from every angle. The key to successful social

development initiatives is working together in ways that challenge conventional assumptions about institutional boundaries and organizational culture, with the goal of ensuring that individuals, families and communities are safe, healthy, educated, and have housing, employment and social networks that they can rely on. Social development relies on planning and establishing multi-sectoral partnerships. To work effectively in this area, all sectors need to share their long-term planning and performance data so they have a common understanding of local and systemic issues. Strategies need to be bolstered or put into place that target the root causes of these issues. Social development in action will be realized when all community members are aware of services available to them and can access those resources with ease. Knowing who to contact (community agency versus first responder) and when to contact them (emerging risk versus crisis incident) allows communities to operate in an environment where the response matches the need. Communities that invest heavily in social development by establishing protective factors through improvements in things like health, employment and graduation rates, will experience the social benefits of addressing the root causes of crime and social disorder. (Community Safety and Well-being Planning Framework, 2019)

Prevention: Proactively reducing identified risks

Planning in the area of prevention involves proactively implementing evidence-based situational measures, policies or programs to reduce locally identified priority risks to community safety and well-being before they result in crime, victimization and/or harm. In this area, community members who are not specialists in "safety and well-being" may have to be enlisted depending on the priority risk, such as business owners, if the risk is retail theft, and property managers, if the risk is occurring in their building. Service providers, community agencies and organizations will need to share data and information about things like community assets, crime and disorder trends, vulnerable people and places, to identify priority risks within the community in order to plan and respond most effectively. Successful planning in this area may indicate whether people are participating more in risk-based programs, are feeling safe and less fearful, and that greater engagement makes people more confident in their own abilities to prevent harm. While planning in this area is important, municipalities, First Nations and their partners should be focusing their efforts on developing and/or enhancing strategies in the social development area to ensure that risks are mitigated before they become a priority that needs to be addressed through prevention (Community Safety and Well-being Planning Framework, 2019).

Risk Intervention is where tools such as situation tables (an intervention table that provides wraparound support for individuals at acutely elevated risk) are called into play, and Incident Response is when the police and other emergency responders get involved.

Beyond the legislative requirement, this Community Safety and Well-being Plan is an

opportunity for the community to work together on a plan to enhance health and well-being across all Townships in the County of Frontenac. Many residents, community partners and organizations are already doing tremendous work to contribute to well-being, safety and a sense of belonging in Frontenac. It is important to continue to build and strengthen partnerships across sectors, and the Community Safety and Well-being Plan is a great opportunity to accomplish shared goals.

Through the many months of consultation and development of this plan, nine priority risks areas have been identified as impediments to Community Safety and Well-being. Strategies have been developed to mitigate risks specific to these areas:

- **Substance Use**
- **Mental Health**
- **Violence against persons (physical, emotional, sexual, domestic)**
- **Health and well-being (basic needs, neglect, parenting, specialized supports)**
- **Poverty (lack of employment**
- **Housing (emergency, affordable, supportive)**
- **Transportation**
- **Cultural (Indigenous)**
- **Geographic/social isolation (rural realities, service delivery, stigma/self-awareness, staff retention, equity of opportunity)**

We will group the risks into a themed approach for implementation:

- **Rural Economic and Community Development:** Poverty, Income, Employment, Staff Retention; Housing and Homelessness, Affordable Housing, Transportation, Indigenous Services, Rural Service Delivery, Equity of Opportunity
- **Health, Mental Health and Substance Use:** Health and Well-being (basic needs, neglect, parenting, specialized supports); Mental Health and Substance Use
- **Violence Against Persons:** Against Persons (physical, emotional, sexual, domestic)

This planning framework and approach can be embedded into the work of all partnering organisations across the county and can be used to guide future activities and inform planning and prioritization. It is dynamic and will evolve and adapt over time as response to emerging issues emerges, and innovative ways to improve systems are found.

Everyone has a role to play in community safety and well-being. The four Townships, working collaboratively alongside the community, can accomplish these shared goals and keep residents safe and thriving.

We sincerely thank the many community partners who serve the entire area and have come together to develop this Community Safety and Well-Being Plan.

Stephanie Gray
Jane Torrance

1. Introduction to Community Safety and Well-being

1.1 Background

The *Police Services Act* requires that municipalities in Ontario prepare and adopt a community safety and well-being plan by July 1, 2021. The Act outlines requirements for an advisory committee, consultation and establishing priority risks. A CSWB plan must show outcomes and measurables with strategies to meet them. The framework for planning was provided by the Province.

Municipalities are required to engage with partners to develop the plan and are required to consider data from multiple sources across the broad range of issues and factors. The CSWB plan must include the following core information:

- Local priority risk factors that have been identified based on community consultations and multiple sources of data including data from Statistics Canada as well as local sector-specific information.
- Evidence-based programs and strategies to address those priority risk factors.
- Measurable outcomes with associated performance measures to ensure that the strategies are effective, and the outcomes are being achieved.

A CSWB plan identifies risks and proactively develops evidence-based strategies and programs to address local priorities related to crime and complex social issues. These strategies can then be implemented.

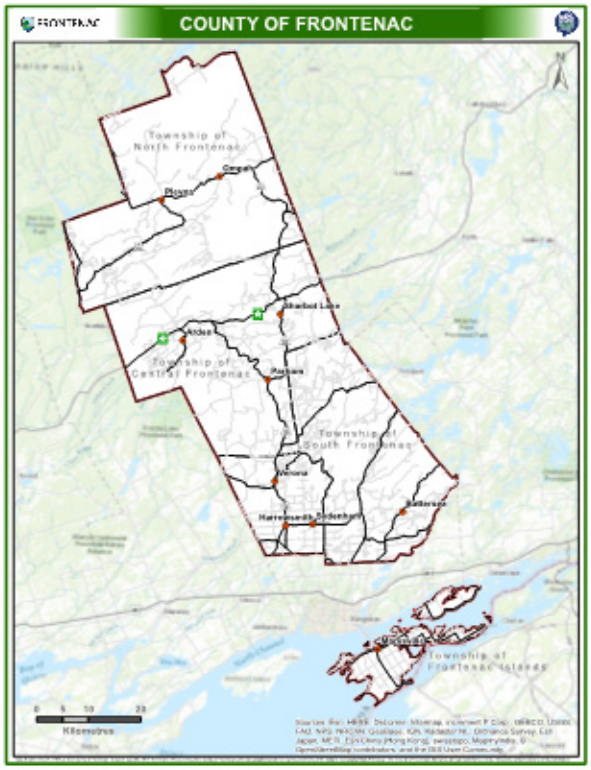
The vision is to work together to support and promote sustainable communities where everyone feels safe, has a sense of belonging, access to services, and where individuals and families can meet their education, health care, food, housing, income, social and cultural needs.

Developing a Community Safety and Well-Being Plan is about working together to ensure the right services get to the right people at the right time. It involves an integrated approach to service delivery by working with a wide range of agencies and organizations, and to build on the many successful efforts that contribute to a strong sense of safety and well-being in our community.

A Community Safety and Well-Being Plan is about preventive action and identifies areas to promote and maintain community safety and well-being through social development, and proactively reduces risk through prevention programs and activities.

1.2 Environmental Scan

Frontenac County is located on unceded Algonquin Territory, and the Shabot Obaadjiwan First Nation and Ardoch Algonquin First Nation call this area home. The four municipalities of North Frontenac, Central Frontenac, South Frontenac and Frontenac Islands make up the County of Frontenac, with a combined area of almost 4000 square kilometres.



Frontenac County is served by:

- Kingston General Hospital, Hotel Dieu Hospital, Perth and Smiths Falls District Hospital, Lennox and Addington Hospital (Napanee)
- Two Family Health Teams (Sharbot Lake Family Health Team, Lakelands Family Health Team with clinics in Northbrook and Denbeigh serving North Frontenac)
- Three Medical Clinics (Verona Medical Clinic, Wolfe Island Community Health Clinic, Sydenham Medical Centre)
- Police services are supplied by the OPP: Frontenac OPP has detachments in Sharbot Lake and Hartington; Lennox and Addington OPP has a detachment in Napanee
- Frontenac Paramedic Services has seven ambulance stations serving people in Frontenac and Kingston with a mix of Advanced Care Paramedics and Paramedics. There is one ambulance station in each of North, Central and South Frontenac and Frontenac Islands. Community Paramedicine provides wellness

check clinics in Arden, Glenburnie, Ompah, Plevna, Sydenham, and Wolfe Island.

- Two publicly funded school boards serve Frontenac – the Limestone District Schoolboard (LDSB) and the Algonquin Lakeshore Catholic District School Board (ALCDSB)
- Library services are provided by Kingston Frontenac Public Library (KFPL). There are 11 library branches in Frontenac, located in Arden, Cloyne, Hartington, Howe Island, Mountain Grove, Parham, Plevna, Sharbot Lake, Sunbury, Sydenham and Wolfe Island.
- Community (children, youth, family, and senior) support services are provided by Rural Frontenac Community Services in Sharbot Lake, Southern Frontenac Community Services in Sydenham and Land O' Lakes Community Services in Northbrook
- An abundance of social and human service agencies are generally located in Kingston but also serve the rural townships
- Various service collaboratives
- Social Services offer services to the townships but are managed out of Kingston

The 2016 Census provides a profile of the four townships:

2016 Census Data	**North**	**Central**	**South**	**Islands**
Population	1898	4373	18646	1760
Median age	59.5	53.5	46.9	55.9
- 0-14	185	530	2990	205
- 15-24	95	435	2040	135
- 25-54	470	1345	6950	510
- 55-64	450	890	3345	375
- 65+	700	1155	3320	530
Total dwellings (includes seasonal)	2966	3726	9213	1273
Dwellings by usual residents (year-round)	923	1885	7186	783
- Single Family	910	1785	6880	770
- Semi-detached	5	25	40	5
- Other (row, apt, mobile)	10	80	240	5
- Owner	92.4%	88.1%	92.1%	88.1%
- Renter	7%	11.9%	7.9%	11.9%
- 1 person/house	30.4%	25.5%	16.5%	22.9%
- 2 person/house	52.7%	45.6%	42.6%	51%
- 3+ person	16.9%	28.3%	40.9%	26.8%
- Average household size	2.0	2.3	2.6	2.3
Shelter Costs Owner $	838	89	1271	1047
Shelter Costs Rental $	664	897	954	1116
More than 30% on mortgage	22.6%	19.2	13.6	10.3
More than 30% on rent	53.8%	47.8	45.9	53.8
Median income	48,064	56,550	89,457	80,512
Prevalence LIM after tax	19.9%	19.1%	7.7%	10%

Employed	625	1695	9670	915
Unemployed	75	170	450	20
Not in labour force	1005	1875	5480	620
Employment Rate	36.8%	45.3%	62%	59%
Unemployment Rate	10.7%	9.1	4.4	2.1%
English as first language	97.6	98.5	97.8	98
Indigenous	3.8%	9.8%	3.6%	2.6%

Central Frontenac

The Township of Central Frontenac has an area of 1,025 square kilometres and has a permanent population of 4,373 that more than doubles in the summer. Central Frontenac was amalgamated in 1998 and is made up of four former townships, including Kennebec, Olden, Oso and Hinchinbrooke. The municipal office is located in Sharbot Lake. Central Frontenac straddles Highway 7 with easy access to Perth and Kingston.

The people of Central Frontenac enjoy a unique character and quality of life with homes spread between the village of Sharbot Lake and the hamlets and crossroad communities of Parham, Mountain Grove, Arden, Tichborne, Piccadilly, Godfrey, Henderson, Elm Tree and Crow Lake.

There are 3,726 dwellings with 1,885 permanent residences and 1,841 seasonal homes. The majority (1,785) are single-family homes with an average household size of 2.3 people. With a 9.1% unemployment rate, the median household income is $56,550 and 19.1% of the population live below the low-income measure. The majority (98.5%) of residents speak English as a first language, and 9.8% identify as Aboriginal. Thirty percent of the Central Frontenac population is aged 25 to 54 (the working years) and the median age of resident is 53.5.

Central Frontenac has the largest number of Indigenous people of the four townships, and the Shabot Obaadjiwan First Nation band office is located in Sharbot Lake.

North Frontenac

The Township of North Frontenac has an area of 1,165 square kilometres and is home to more than 1,898 permanent and 7,000 seasonal residents. North Frontenac was amalgamated in 1998 from the former Townships of Barrie, Clarendon and Miller, Palmerston and North and South Canonto. The municipal office is located in Plevna.

The people of North Frontenac have a very rural lifestyle, with homes spread between the villages of Cloyne, Plevna and Ompah, the crossroad communities of Ardoch, Harlowe, Mississippi Station, Fernleigh, Coxvale, Myers Cave, Snow Road Station and Robertsville, and lots of rural properties.

There are 2,966 dwellings, of which 923 are permanent and 2,074 are seasonal homes. The majority (910) are single-family homes and have an average household size of two

people. With a 10.7% unemployment rate the median household income is $48,064 and almost 20% of the population lives below the low-income measure. The majority of residents speak English as a first language, and 3.8% identify as Aboriginal. North Frontenac has an older population, with a median age of resident at 59.5.

North Frontenac is the largest (by area) of the townships and has the largest number of seasonal residents, who are attracted by the pristine lakes and wilderness, the sparse population and the beautiful four-season recreational activities. It is also the most remote and has the highest unemployment rate, and the highest rate of single occupant households.

South Frontenac

The Township of South Frontenac has an area of 941 square kilometres and is home to 18,646 permanent residents. South Frontenac was amalgamated in 1998 and is made up of four former townships: Bedford, Loughborough, Portland and Storrington. The municipal office is located in Sydenham. South Frontenac is 20 minutes from the 401 and the City of Kingston.

South Frontenac is home to families, farmers, artisans, self-employed tradespeople, entrepreneurs and professionals who contribute to this vibrant community spread between numerous villages and hamlets, crossroad communities and rural properties nestled around 75 lakes.

There are 9,213 dwellings, including 7,186 permanent and 2,027 seasonal homes, with a majority (6,880) comprised of single-family homes and an average household size of 2.6 people. With a low 4.4% unemployment rate, the median household income is $89,457, but still 7.7% of the population live below the low-income measure. The majority of residents speak English as a first language, and 3.6% identify as Aboriginal. South Frontenac has a fairly young population, and the median age of resident is 46.9.

South Frontenac has the closest proximity to Kingston, the highest employment, the highest income in the county, as well as the highest mortgage costs.

Frontenac Islands

The Township of Frontenac Islands has an area of 175 square kilometres and is home to 1,760 permanent residents. Frontenac Islands was formed in 1998 by the amalgamation of Wolfe Island, Howe Island and Simcoe Island, which are accessed by ferry, as well as Arabella, Bayfield, Black Ant, Garden, Goose, Hickory, Horseshoe and Simcoe Islands, which can only be accessed by private boat.

The people of Frontenac Islands have a mixture of agricultural and rural lifestyles. Only Wolfe Island has a recognizable concentrated settlement, the village of Marysville, with around 400 inhabitants.

There are 1,273 dwellings (including 783 permanent and 490 seasonal homes, with a majority (770) comprised of single-family homes and an average household size of 2.3 people. With a low unemployment rate of 2.1% (only 20 people), the median household income is $80,512, although 10% of the population lives below the low-income measure. The majority of residents speak English as a first language, and only 2.6% identify as Aboriginal. Frontenac Islands has a middle-aged population, and the median age of resident is 55.9.

Frontenac Islands is the smallest of the townships with the lowest population, the lowest unemployment rate, the most stable population across the age groupings, as well as the highest rents.

1.3 Objectives

The overall purpose of the plan is to examine assets in the community, assess gaps and develop strategies to enhance the community safety and well-being for residents of the four townships in Frontenac.

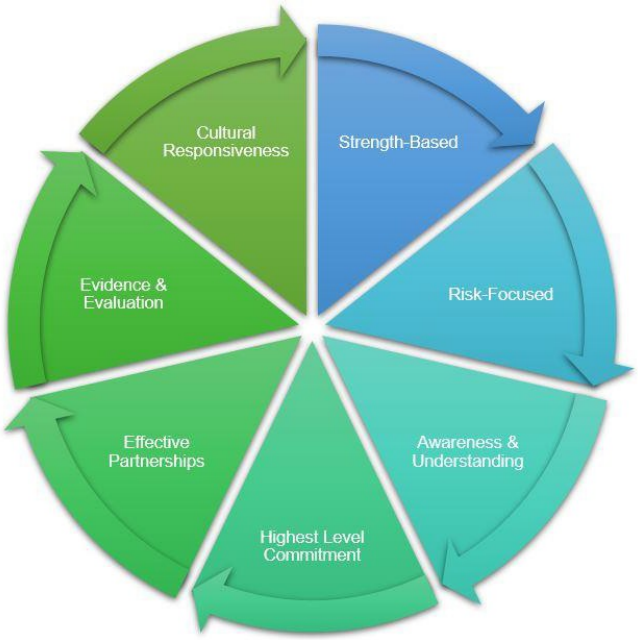
There are many positive benefits of developing a CSWB plan, including:

- Enhanced communication and collaboration across sectors, agencies and organizations
- Effective alignment of resources and responsibilities to better address local priorities and needs
- Better understanding of local risks and vulnerable groups
- Increased awareness of and access to services for community members, including vulnerable groups
- An opportunity to keep the municipalities safe and ensure residents enjoy a high quality of life

Multi-sectoral collaboration is a key factor to successful Community Safety and Well-Being planning, as it ensures an integrated approach to identifying and addressing local priorities. The Province of Ontario identifies seven critical success factors required for CSWB planning. These include:

Seven critical success factors

- Strength-Based: Leverage existing resources, programs and services in the community
- Risk-Focused: Risk-based planning rather than incident-driven
- Awareness and Understanding: Ensuring all understand the benefits of, and their role in, CSWB planning
- Highest Level Commitment: Commitment from local government, senior public officials, and leadership through multi-sectoral agencies/organizations
- Effective Partnerships: Creating meaningful, integrated partnerships across multiple sectors
- Evidence and Evaluation: Using research, data, and performance measures throughout the planning process, and working collaboratively across sectors to identify and address local priority risks to safety and well-being
- Cultural Responsiveness: Effectively collaborating with, and responding to, the needs of diverse groups of people in the community



(Community Safety and Well-being Planning Framework)

1.4 Approach and Methodology

The professional services of Stephanie Gray and Jane Torrance were retained by the Townships of Central Frontenac, North Frontenac, South Frontenac and Frontenac Islands to facilitate, advise and guide the municipality in establishing a structure and process to develop a community safety and well-being plan to be implemented locally. The consultants were contracted to:

- identify a local champion who will gain commitment from local government; to obtain multi-sectoral buy-in, to communicate effectively with potential partners; and to engage the community
- conduct local research to support identification of risks and to prioritize those risks
- establish a multi-sectoral advisory committee that will map community assets and identify gaps in service for prioritized risks
- identify strategies that can be enhanced and implemented; to write a community safety and well-being plan
- assess, evaluate the plan, and to help form an implementation team.

Mayor Fran Smith (Central Frontenac) was identified as the municipal government liaison, willing and assigned to lead the advisory committee and champion the community safety and well-being planning process along with Deputy Clerk Cindy Deachman (Central Frontenac) providing administrative support.

The CSWB Advisory developed terms of reference with the stated purpose being “to collaborate across sectors to build a sustainable and endorsed Community Plan for

Safety and Well-being for the Townships of Central Frontenac, North Frontenac, South Frontenac and Frontenac Islands that is part of risk-driven, community safety model that evolves as social needs change. The overall purpose of this plan will be to examine the assets in the community, assess gaps and develop strategies to enhance the community safety and well-being for residents of the Townships."

Members of the cross-sectoral CSWB Advisory include a political representative from municipal government, Rural Frontenac Community Services, South Frontenac Community Services, OPP, South Frontenac Police Service Board, Social Services, Housing Services, KFLA Public Health, Limestone District School Board, Algonquin and Lakeshore Catholic District School Board, Maltby Centre, FLA Family and Children's Services, KFLA United Way, Addictions and Mental Health Services KFLA and the Shabot Algonquin First Nation, as well as administrative support from Central Frontenac.

2. Risks to Community Safety and Well-Being

Local priority risk factors have been identified in consultation with the Advisory Committee and through agency surveys, interviews and input through a Partner Day, as well as through researching multiple sources of data, including Statistics Canada and local sector-specific information. The individual risk areas have been grouped into theme areas in order to support future implementation plans.

2.1 Rural Economic and Community Development: Poverty, Income, Employment, Staff Retention; Housing and Homelessness, Affordable Housing, Transportation, Indigenous Services, Rural Service Delivery, Equity of Opportunity

Objective: Economic Development – sustainable and continued economic development; increased meaningful employment environment and opportunities for all residents of Frontenac County.
Rationale: Prosperity, economic health and equity.

Objective: Community Development – sustainable and continued community development; increased connection to service, support and social opportunities for all residents of Frontenac County.
Rationale: Social connection, community health and equity.

The County of Frontenac has many assets to assist in economic and community development. There are lots of jobs and training opportunities available, and unemployed or underemployed people can get help through drop-in resource centres, job-search assistance programs and job-skills workshops. Connections Adult Learning helps with purchasing equipment and cellular data plans to loan to clients while they are taking courses.

Food security is managed with food banks, local food production, Meals on Wheels, and many social dinners. There is an abundance of active community and support programs and dedicated services, and the two multi-service rural agencies, Rural Frontenac and South Frontenac Community Services, provide hub models of incredible community support. Lots of agencies offer mobile services in Frontenac – youth, mental health, counselling, employment – many with a wrap-around approach to support people. A gateway to human services for individuals and planners, 211 is the helpline and website that provides information on and referrals to community, social, health-related and government services – a free 24/7 confidential phone call away.

Income support (social assistance) is delivered by Social Services through administration of Ontario Works benefits. Social Services also supports people in financial emergency situations and provides referrals to help people get employment, addictions, mental health services, etc. Social Services is located in Kingston. Once a week a caseworker has office hours in Sydenham, and four days a week in Sharbot Lake, with extended hours to try to meet need. Application for Ontario Works can be made online, and ongoing management

of social assistance through the “My Benefits” portal can help reduce the stigma of unemployment.

A rural lifestyle often means that a sharing economy helps people get what they need, and in the County of Frontenac the sharing or bartering of goods and services between people is second nature. The people are proud and resilient, and often resistant to urban solutions and standards.

The agency survey conducted for this plan in early 2021 identified the risk factors encountered in client service:

Frontenac - CSWB Plan - Agency Survey (January 2021)
Risks Encountered

Answer Choices	Responses
Housing/homelessness - person does not have access to or is at risk of losing appropriate housing	76.47%
Poverty - person living in less than adequate financial situation	76.47%
Basic needs - person unable or unwilling to have basic needs met	70.59%
Unsafe living conditions	64.71%
Lack of transportation affecting ability to connect to services, employment, school	52.94%
Social isolation - person does not have access to family or social supports	52.94%
Negative social environments/neighbourhoods	47.06%
Unemployment - person temporarily or chronically unemployed	41.18%
Fire safety - residence poses a fire hazard to itself and/or neighbours	29.41%
Geographic isolation leading to victimization or self-harm	23.53%
Unemployment - caregivers temporarily or chronically unemployed	17.65%

Poverty

Poverty is almost always seen as the number one, overarching social determinant of health. All human-service partner organisations recognize that poverty is a risk to community safety and well-being, and removal of this barrier would allow people to access appropriate services and fully engage in the community.

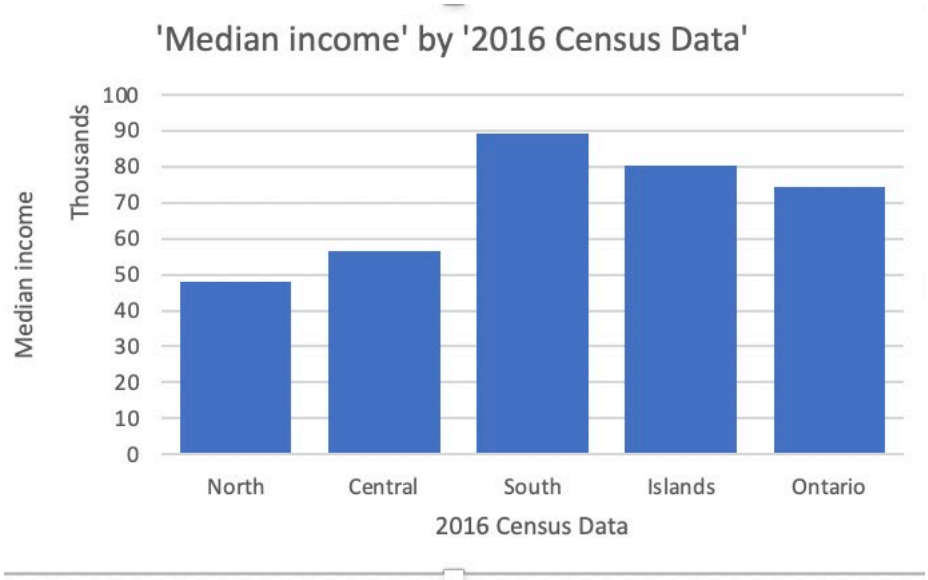
> *Living in poverty means there is not enough money for the basics of a healthy life. Poverty imposes hard economic choices — between shelter and medicine, nutritious food and transportation, childcare and employment opportunities, moving towards a self-sufficient future versus just getting through today. Collectively, we need to change these circumstances, so all residents can live without worrying about their next meal or a roof over their heads.* (United Way, Poverty Reduction Report, 2018)

The County of Frontenac participates in the development and delivery social services from the City of Kingston through a Local Service Realignment (LSR) agreement. This agreement ensures fair access to social programs and services. Not all people who live in poverty are on social services or are connected to service provision.

Income

The distribution of household income is where we start to see the disparity between the North and South of the county.

With a provincial median household income of 74,287, both North and Central Frontenac fall below the provincial average, while South Frontenac and Frontenac Islands, with a close proximity to Kingston, are above provincial average.



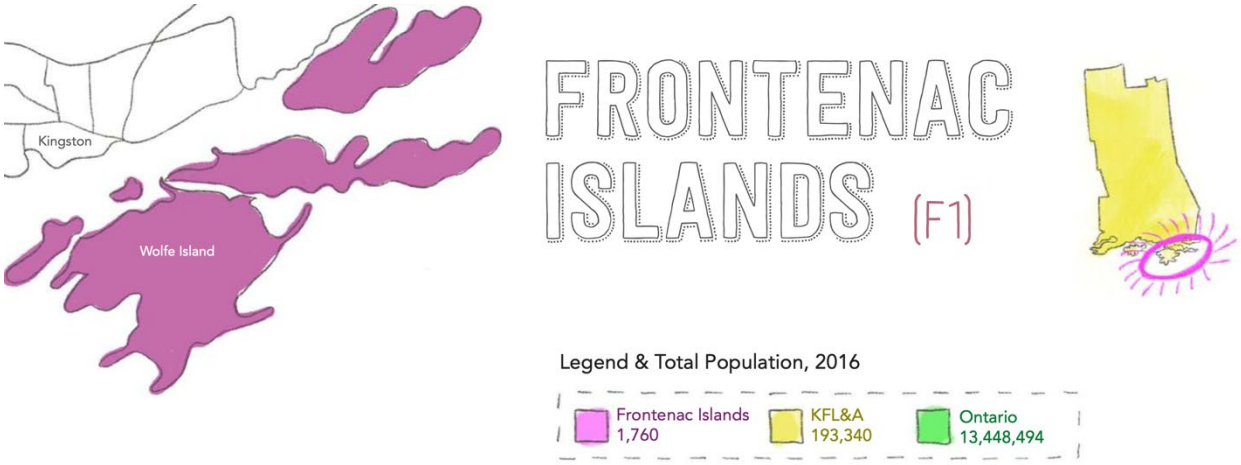
How do we measure poverty? Maytree, a respected foundation committed to advancing systemic solutions to poverty and work on research and public policy, advocates for using the Low-Income Measure as the yardstick for measuring poverty.

> *Under the LIM, a household has low income if its income is substantially below the average. The LIM is calculated at 50 per cent of the national household median income. Using "equivilisation factors," incomes are adjusted to account for the household size (because a couple would need more income than a single person to reach the same living standard, but not double) so the poverty threshold can be adjusted to fit any household composition. The LIM is the most overtly relative measure of poverty. In theory, it is a measure of inequality, not between the bottom and the top but between the bottom and the middle. With LIM, the concept of poverty is having substantially less than what is typical in*

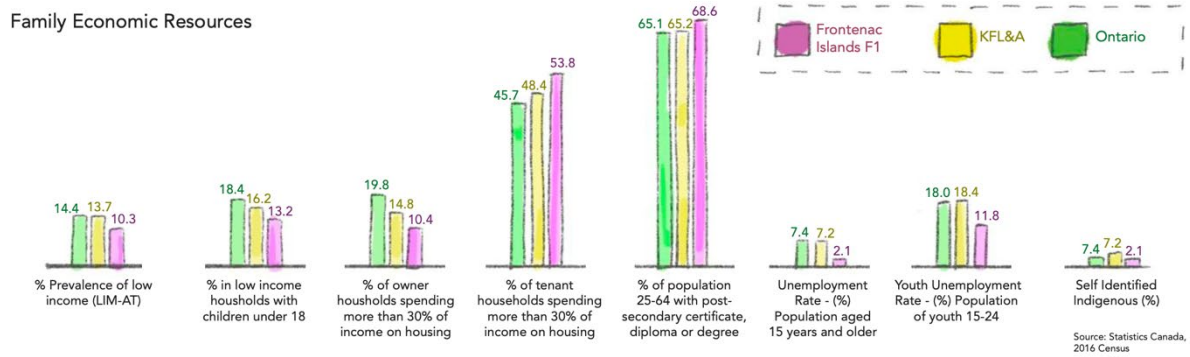
society (either typical today using the variable LIM or, with the fixed LIM, what was typical in the recent past) (Maytree, 2017).

The LIM-AT, as defined by Statistics Canada, refers to a fixed percentage (50%) of median adjusted after-tax income of private households. The household after-tax income is adjusted by an equivalence scale to take economies of scale into account. This adjustment for different household sizes reflects the fact that a household's needs increase, but at a decreasing rate, as the number of members increases. The prevalence of low income is the proportion or percentage of units that fall below the LIM-AT.

In the Community Profiles 2020, as prepared by the United Way KFLA, a picture of poverty begins to emerge. With a provincial average of 14.4%, the prevalence of low income-after tax is measured at 24.3% in North Frontenac, 17% in Central Frontenac, 9.1% in South Frontenac, and 10.3% in Frontenac Islands (United Way Kingston Frontenac Lennox & Addington, Community Profiles, 2020).



(United Way Kingston Frontenac Lennox & Addington, 2020)



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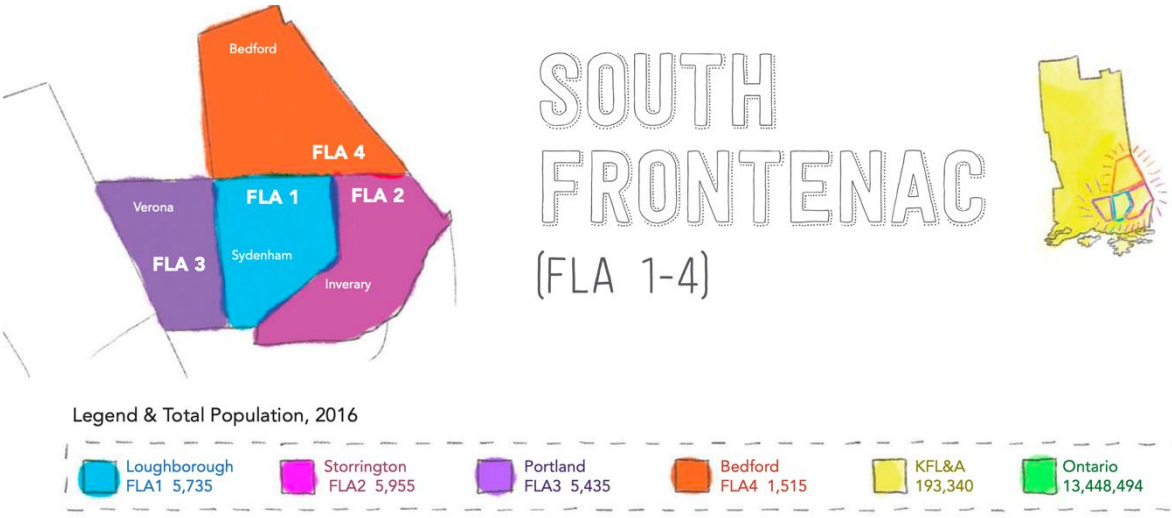

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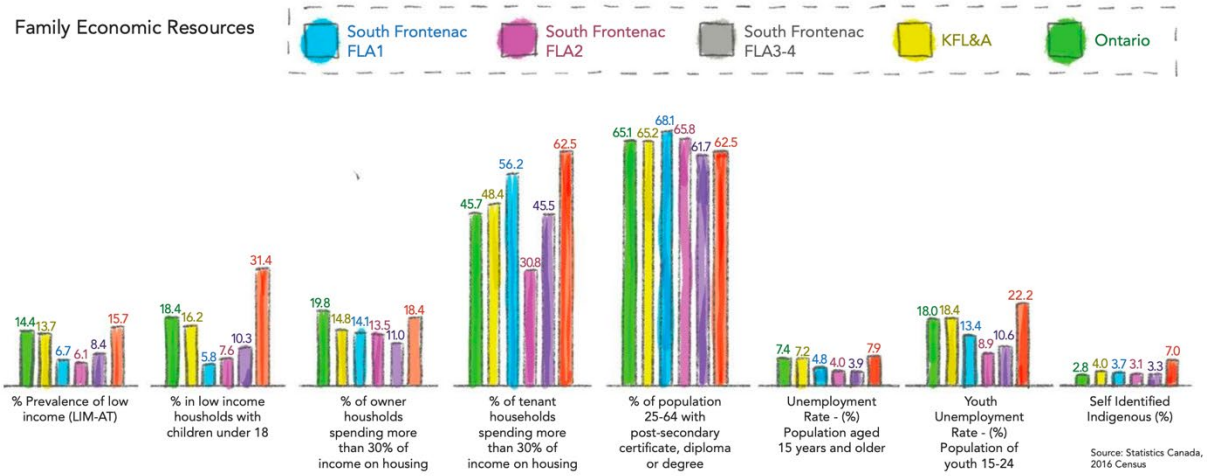
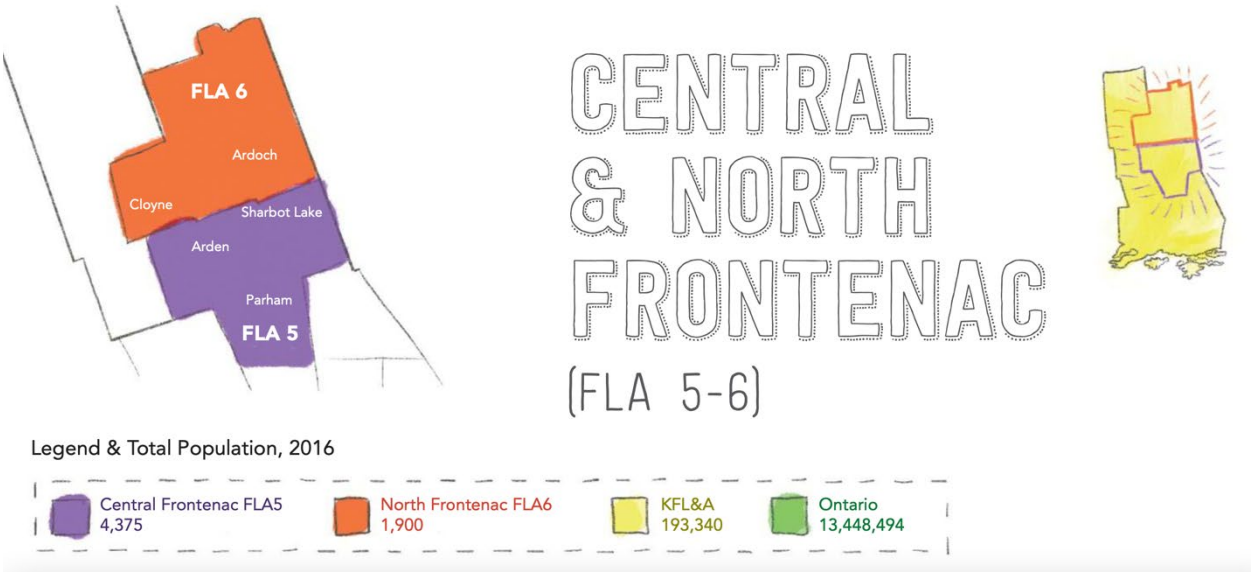
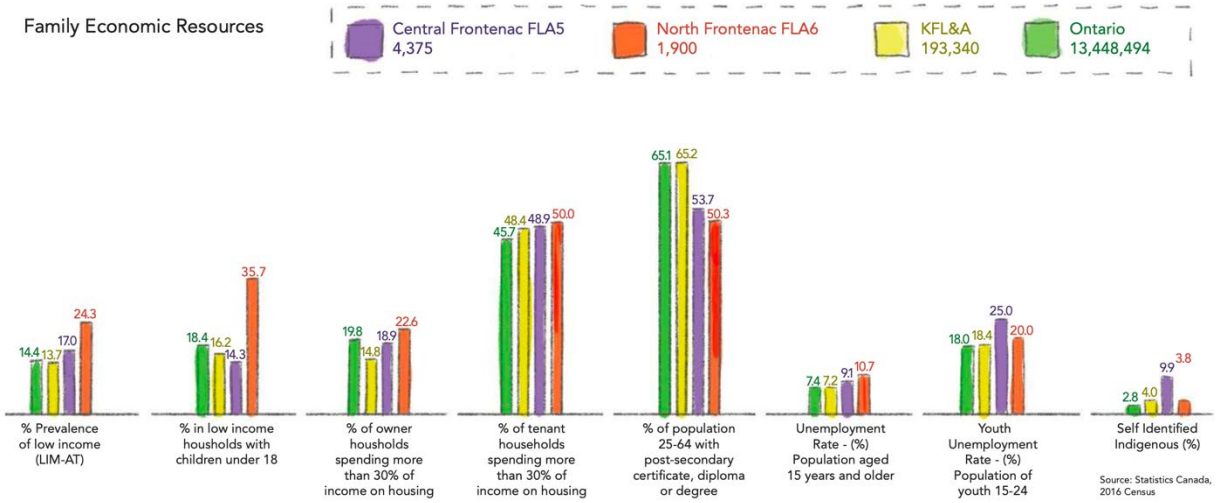


(United Way Kingston Frontenac Lennox & Addington, 2020)



(United Way Kingston Frontenac Lennox & Addington, 2020)



(United Way Kingston Frontenac Lennox & Addington, 2020)

Employment

The data tells us that Frontenac County as a whole does not have a high unemployment risk; however, much of the employment is seasonal and at times near to minimum wage. The anecdotal information gathered suggests that training does not match the jobs available, transportation is a barrier to reach employment, and Internet connection is a barrier to working from home.

2016 Census Data	North	Central	South	Islands	Ontario
Unemployment Rate	10.7%	9.1	4.4	2.1%	7.4%

(Statistics Canada, 2016)

In a recent 2020 *Frontenac County Population, Housing and Employment Projection Study* by economists Watson and Associates, historical employment growth trends across Frontenac County were recorded by local municipality. Key observations include the following:

- Between 2001 and 2006, all Frontenac County townships experienced positive employment growth, with South Frontenac growing by the largest increment.
- South Frontenac continued to demonstrate strong employment growth over the 2006 to 2011 period, with only Frontenac Islands experiencing negative growth.
- As previously discussed, Frontenac County and the Kingston CMA was hit relatively hard by the 2008/2009 economic downturn. In particular, South Frontenac experienced the greatest number of job losses, with North Frontenac also declining in total employment. Across all three of the previous Census periods, Central Frontenac has been the only township to continually experience positive employment growth.
- It is important to note that while Frontenac County's employment base during the 2011 to 2016 period declined, more recent employment data provided by Employment Modelling Specialists International (EMSI) suggests that the county's employment base has increased by approximately 50 jobs between 2016 and 2019. During this most recent period, employment growth has been observed in South Frontenac, Frontenac Islands and North Frontenac (Watson & Associates, 2020, pp. 3-12).

The same report also projects a positive growth forecast:

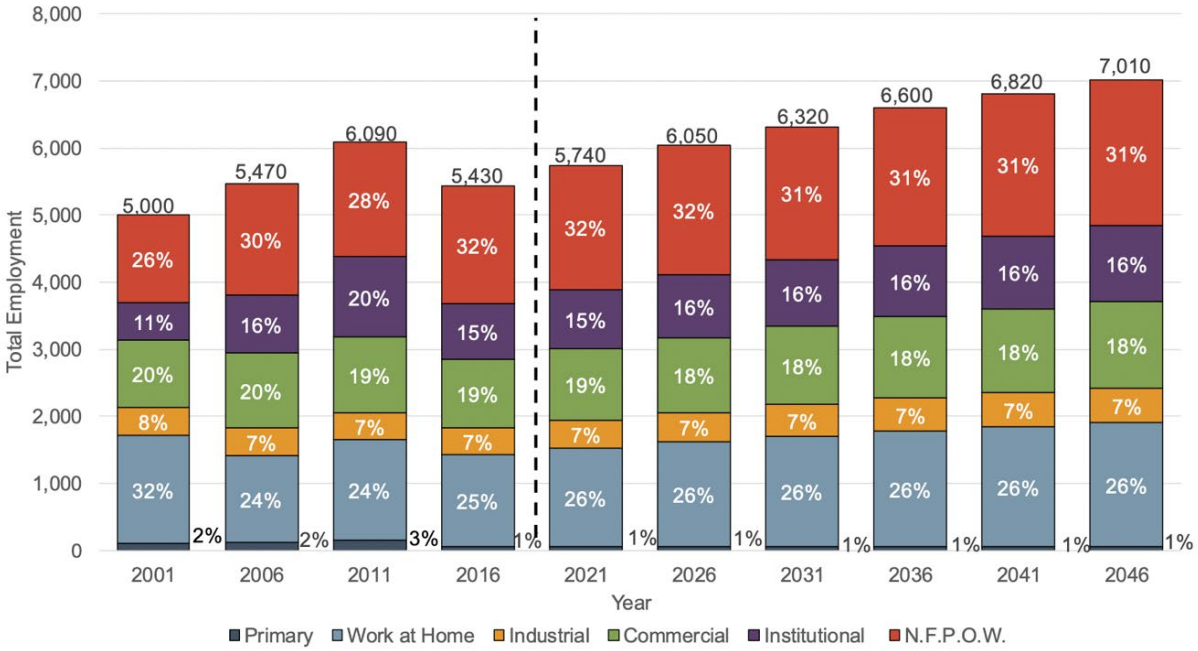
- **It is expected that job growth within Frontenac County will be steady over the next 30 years, with employment growth in retail and tourism services to serve the growing permanent and seasonal population base**. Local job growth within the county is expected to be in response to permanent and seasonal population growth within the county and surrounding area.
- **The number of residents within the county who work from home or have no fixed place of work are expected to steadily increase.** This increase is anticipated to be primarily driven by the transition of the economy towards the service sector and "knowledge-based" economy, combined with continued improvements to telecommunications and communication technology.
- **The county is expected to experience modest employment growth in the industrial sector.** Potential industrial sectors include utilities and construction, small scale manufacturing and energy.
- **Over the 2016-2046 period, the county's employment base is forecast to increase from approximately 5,400 in 2016 to 7,000 by 2046.** This represents an increase of approximately 1,600 employees from 2016 to 2046, of which almost

56% of job growth is forecast in the “work at home” and “no fixed place of work” employment categories. Remaining county job growth (approximately 700 employees) is forecast within the commercial sector and, to a lesser extent, the industrial and institutional sectors.

Specific occupational needs are also forecasted in this report:

- Over the long-term the county’s employment activity rate is anticipated to slowly increase from approximately 20% in 2016 to 22% by 2046 (refer to Figure 8-4). This moderate increase is anticipated to be largely driven by local employment opportunities within the County’s export-based employment sectors (e.g. transportation, wholesale trade, construction, small-scale manufacturing and agri-business) as well as population-related employment sectors such as retail, accommodation and food, professional, scientific and technical scientific services and health care. A large percentage of forecasted job growth is anticipated to be accommodated through home occupations, home-based businesses and off-site employment (pp. 8-4).

Figure 8-4
Frontenac County
Incremental Employment Growth, 2001 to 2046



Source: Historical Employment from Statistics Canada 2001 to 2016. Forecast is estimated by Watson & Associates Economists Ltd., 2019.
Note: Statistics Canada defines no fixed place of work (N.F.P.O.W.) as "persons who do not go from home to the same work place location at the beginning of each shift.

(Watson & Associates, 2020)

The recent 2020 Blackline *Service Delivery Review of Economic Development in Frontenac County* outlines a clear statement of economic development objectives for the county, including to “set the objectives of sustaining residents and businesses, increasing

the supply of living wage employment and completing your communities," and to "Create a working group that allows the County, member municipalities and the Frontenac CFDC to collaborate on ED" (Blackline, 2020).

In 2016, a Rural Summit community process was led by Northern Frontenac Community Services (NFCS) to respond to issues of poverty and homelessness. One of the strategic directives of the City of Kingston's 10-year plan to eliminate homelessness is to develop a rural homelessness strategy (more on this later) and strategies were developed at this summit, including the creation of a rural poverty coalition.

With these two studies in mind, the strategies to mitigate the risk of poverty and unemployment come full circle and address the gaps noted through the consultation and research for this community safety and well-being plan.

Strategies to Mitigate the Risk

Action	**Create a regional employment plan that includes a cross-sectoral staff attraction, retention and development component**
Evaluation	• Increase in employment rates and full-time employment. • Increase in household income and decrease in LIM-AT. • Reduced staff turn-over. • Positive service outcomes.
Outcomes	• Employment opportunities are increased to meet future employment need projections and participation raises income. • Full-time and fairly compensated employment increases income and health. • Qualified staff is hired and remains in the position allowing for positive job placements for employee (job satisfaction). • Employer is not in constant state of recruit/hire/train/separate (staff retention). • Stable service levels for community (service satisfaction). • Trusted relationships can develop with clients for stronger outcomes (client satisfaction and growth). • Collaborative relationships possible between cross-sectoral partners. • Employment and service stability builds trust in rural clientele. • Relationships are nurtured, service delivery is sensitive to rural realities. • Hiring processes are competitive as rural service delivery is seen in positive light.

Steps Needed	• Create a working group that allows the county, member municipalities and the Frontenac CFDC to collaborate on economic development. • Set the objectives of sustaining residents and businesses, increasing the supply of living wage employment and completing your communities. • Explore and expand training opportunities for rural youth – ready to meet job opportunities as projected. • Explore and advocate for rural transportation options so people can travel for work. • Advocate for digital access and equity through Eastern Ontario Warden's Caucus to increase access and affordability for training and projected increased work-from-home (and no-fixed-place-of-work) employment opportunities. • Monitor COVID impact – successfully working virtually, impact on families and schools, people relocating to rural areas. • Invite community service organizations, municipalities, and others interested to work together and develop staff attraction, retention and development component. • Share best practices of staff recruitment and retention. • Determine if any collaborative hiring, housing or supervision is possible. • Involve colleges – Kingston and Perth. • Work with multiple partners, including municipalities, to share hiring notices to local job candidates. • Consider hub model of service delivery to create place-based network of service providers who support each other. • Encourage cross-sector mentoring relationships to build rural network.

Action	**Create a rural poverty coalition to act collectively to break the cycle of poverty and health inequity.**
Evaluation	• Coalition members meet and develop annual work plan that includes advocacy. • Caseworkers in newly transformed OW system are able to work with partners to quickly navigate a networked system.

Outcomes	• Increased understanding of service delivery in a rural model that is not a simple duplication of an urban service; rural people and lifestyle are acknowledged. • Stigma is reduced. • Coordinated food strategy across the four townships. • System navigation is strengthened. • Continued and enhanced coordination and referrals within Social Services. • Municipalities could be more involved in helping create change.
Steps Needed	• Find a champion, a catalyst. • Determine which partners are also interested in the work. • Build on past successes – poverty summit, plus Ardoch Algonquin First Nation project. • Work in a collective impact model. • Determine best time to approach this work – when there is time and energy post-COVID. • Food Security: Develop a comprehensive and coordinated food strategy across the four townships to address food insecurity. • Stigma: Work within the newly transformed social services model and reduce stigma where possible; consider continuing digital meetings between client caseworkers beyond pandemic. • Rural Issues: More conversations between partners about issues to improve understanding and to develop solutions; education around eligibility; volunteers to help with system navigation and financial management; social services transformation for OW. • Shared Economy: Acknowledgement and support of shared economy with promotion of available tools (freecycle, rideshare, carshare, buy nothing, etc.). • Advocate for Universal Basic Income, including education and resulting long- term impact on regional economy and community development. • Consider a managed volunteer bank for bartering/sharing of services. • Review current social services model, delivered out of Kingston, provides a challenge in applying some recommendations in existing plan to rural work; are programs in city right ones for county; need to look at regional approach.

Housing and Homelessness

The City of Kingston manages the social housing for the County of Frontenac. Social housing units located in the county include two seniors' apartment buildings in Sydenham, built and managed by Loughborough Housing Corporation; non-profit housing in Sharbot Lake managed by North Frontenac Non-Profit Housing; and the recently fire-damaged McMullen Manor apartment building in Verona that will be rebuilt, managed by Kingston and Frontenac Housing Corporation.

Frontenac County is rich in services in the area of housing and homelessness. Social Services offer formal housing supports in terms of intensive ongoing case management, as well as rent subsidies. The Portable Housing Benefit (PHB) is a portable rent subsidy; the Homelessness Prevention Fund/Discretionary Residency Benefit provides financial assistance to aid in maintaining/obtaining housing; Prevention Diversion and Housing First programs support people at risk of or experiencing homelessness; Kingston Frontenac Renovates Program is a financial assistance to make homes more accessible or for emergency repairs; KFHC pilot program is a Tenant Support Services provided to assist with managing tenancy; a Hoarding Coalition was recently re-established; and there is also a homelessness prevention worker in rural Frontenac.

Social Services and Housing is managed out of Kingston. There are four main streams: housing assistance and emergency shelters (Kingston only); prevention and diversion (helping people at imminent risk of homelessness maintain housing or newly homeless to get back on feet); rapid rehousing and Housing First (distinct programs for adult and youth); Homelessness Prevention Fund (financial assistance to secure and maintain housing – similar to discretionary housing through ODSP but meant for those who can't access it).

City of Kingston is currently undergoing review of homeless services: a youth - family mediation program (through Kingston Youth Shelter funded by United Way) helps youth in KFLA and families mediate to prevent youth from becoming homeless; Kingston Youth Shelter is available for youth in Frontenac for emergency homelessness situations; Transitional Housing for youth is also available for youth in Frontenac; Kingston Pen Tours are funding the youth homelessness initiative.

There is a *10-Year Housing and Homelessness Plan for the City of Kingston and County of Frontenac* that plans for and documents change in the social housing sector. The plan builds on the Municipal Housing Strategy of 2011 and was developed in partnership with community organisations and has been guiding change since 2013, with a midpoint update in 2019 (City of Kingston, 10-Year Housing and Homelessness Plan, 2013).

This plan has identified twelve strategic directions. The first five are consistent with the strategic directions identified in the Municipal Housing Strategy (2011) and relate to housing. The plan further identifies seven additional strategic directions related to ending homelessness to end homelessness in Kingston and Frontenac by 2023:

1. Managing the Housing Agenda: This strategic direction relates to creating a clear, visible direction for housing that aligns efforts.
2. Creating a Complementary Regulatory Environment: These recommendations involve establishing a conducive environment that creates opportunities and minimizes barriers.
3. Leveraging Resources and Tools: These recommendations encourage using and maximizing available resources to help generate positive housing-related outcomes.
4. Building Housing Capacity: This strategic direction seeks to increase knowledge, resources and support to better respond to the needs of the community.
5. Cultivating Partnerships: These recommendations involve building and harnessing the strengths of stakeholders.
6. Systems Reorientation: Leadership, Integration & Coordination: This strategic direction focuses on aligning the efforts of homeless serving agencies, the Service Manager, and other community partners.
7. Strengthening Homelessness Prevention & Diversion: These recommendations relate to improving the effectiveness of existing homelessness prevention efforts and implementing shelter diversion policies where applicable.
8. Redefining the Role of Emergency Shelters: This strategic direction includes recommendations that reframe emergency shelters as “Housing Assistance and Emergency Shelter Services,” which assist clients to quickly obtain housing assistance.
9. Increasing Housing Options for Those with Highest Needs: This set of recommendations focuses on increasing the quantity and range of housing units available for individuals and households with higher needs.
10. Improving Housing Stability for the Most in Need: This strategic direction focuses on implementing Housing First and Rapid Re-Housing programs within the Kingston and Frontenac area.
11. Developing a Rural Homelessness Strategy: These recommendations revolve around providing more affordable housing in rural areas and improving access to services.
12. Measuring Outcomes & Report Successes of the Strategy to End Chronic Homelessness: These recommendations encourage effective data collection and analysis in order to provide more effective, targeted services and track progress towards ending homelessness.

It is in Strategic Direction #11 that the County of Frontenac might have the most interest:

- Expand housing options for low-income and homeless individuals in rural areas.
  - Promote secondary suites within existing structures without compromising safety or the character of the older buildings.
  - Consider rent supplements as a vehicle for promoting housing access in rural areas rather than extensive new construction.
- Improve access to services in rural areas.
  - Promote online resources that can be accessed to assist with housing security.
  - Increase outreach programs to better connect at risk households with available services.
  - Investigate options to address the transportation issue in rural areas.
- Enhance targeted prevention in rural areas.
  - Increase awareness of resources within and across the broader region.
  - Assess needs of presenting households and exercise diversion as much as possible to connect people with natural supports first, rather than system supports.
- Promote local leadership in ending homelessness.
  - Identify a “glue person” to improve local service delivery
  - Identify a “champion” to raise public awareness of rural homelessness.

In the five-year midpoint update, *10-Year Municipal Housing and Homelessness Plan for the City of Kingston and County of Frontenac – Five-Year Review: Environmental Scan and Needs Assessment*, no progress was shown in this area. This update proposes that “the next steps will involve another round of consultations to review and refine the proposed new goals, targets and associated actions. Ideally the updated plan will be focused around the three suggested overarching strategies, articulate clear outcomes and targets (to monitor progress) and either consolidate, remove or replace some of the more detailed actions” (City of Kingston, 10-Year Municipal Housing and Homelessness Plan for the City of Kingston and County of Frontenac – Five-Year Review, 2019).

Affordable Housing

It is clear that the plan is being worked on by an active and committed housing department, and that there are no quick solutions to a complex problem. What has become obvious in the research and consultation for this community safety and well-being plan is that affordable housing that is attainable for people not connected with social

services is also in short supply and presents perhaps a far greater risk to a wider population.

In any community there is a wide range of household types and income levels, and affordability is relative to those situations. The Province has defined, through the Provincial Policy Statement, that “housing is deemed affordable when annual accommodation costs which do not exceed 30 percent of gross annual household income for low- and moderate-income households” (Provincial Policy Statement, 2020, p. 39).

The cost of housing has escalated across the country in past years and Frontenac is no exception. Purchase and rental costs are skyrocketing. People are employed for the most part, but in lower-paying occupations with little income to manage mortgages or rent, or to repair or upgrade current housing.

The 2016 census showed that, on average, 16.5% of owner households spend more than 30% of income on housing, and 50.3% of tenant households spend more than 30% of income on housing. These figures were captured before the current housing boom.

2016 Census Data	North	Central	South	Islands
Total dwellings (includes seasonal)	2966	3726	9213	1273
Dwellings by usual residents (year-round)	923	1885	7186	783
Shelter costs owner households $	838	89	1271	1047
Shelter costs tenant households $	664	897	954	1116
Owner households spending more than 30% of income on housing	22.6%	19.2	13.6	10.3
Tenant households spending more than 30% of income on housing	53.8%	47.8	45.9	53.8

(Statistics Canada, 2016)

Most communities have a wide range of housing types that are appropriate for a wide range of income levels. In Frontenac County, housing stock is almost exclusively single-family, owner-occupied dwellings.

2016 Census Data	North	Central	South	Islands
Total dwellings (includes seasonal)	2966	3726	9213	1273
Dwellings by usual residents (year-round)	923	1885	7186	783
- Single Family home	910	1785	6880	770
- Semi-detached	5	25	40	5
- Other (row, apt, mobile)	10	80	240	5
- Owner	92.4%	88.1%	92.1%	88.1%
- Renter	7%	11.9%	7.9%	11.9%

(Statistics Canada, 2016)

The population of Frontenac County is aging, and a significant amount of housing stock is seasonal. As these seasonal residents retire, there has been a trend to convert the cottage to a year-round dwelling, as noted in the Watson report, and much of the modest population growth is realized through these additional permanent senior residents.

Opportunity and risk will co-exist in this likely scenario as an increase of more affluent senior residents sell their primary residence, renovate and inhabit their season residence in Frontenac. It frees up housing stock in another community, but puts more pressure on the already stretched services here.

Household size is decreasing, with the burden of household bills falling more and more to single people, and we know that this will continue as the population ages.

2016 Census Data	North	Central	South	Islands
Total dwellings (includes seasonal)	2966	3726	9213	1273
Dwellings by usual residents (year-round)	923	1885	7186	783
- 1 person/house	30.4%	25.5%	16.5%	22.9%
- 2 person/house	52.7%	45.6%	42.6%	51%
- 3+ person	16.9%	28.3%	40.9%	26.8%
- Average household size	2.0	2.3	2.6	2.3

(Statistics Canada, 2016)

Strategies to Mitigate the Risk

Action	Develop a rural affordable housing and homelessness strategy (as proposed in 10-Year Housing and Homelessness Strategy)
Evaluation	• 2016, 2021 and 2026 census data prove trends. • Continued/enhanced coordination and referrals to Social Services where appropriate. • Affordable housing policies developed and embedded in planning documents.
Outcomes	• Acknowledgement that rural housing issues are different than urban, and solutions may be different as well. • Expanded housing options for low-income and homeless individuals in rural areas. • Working in alliance with regional economic development working group to determine best practice for affordable (attainable) housing opportunities through policy direction. • Improved access to services in rural areas. • Enhanced targeted prevention in rural areas. • Local leadership in ending homelessness.

Steps Needed	• Rural Affordable Housing Working Group Post-pandemic review of housing and homelessness in Frontenac County with eye on senior housing, service delivery and social service transformation plans, wait lists, RGI subsidies, portable benefits, landlord/tenant rights education, transportation, definitions of substandard/legal housing, eligibility of working poor, cottage conversions, uptake of renovate Kingston and Frontenac in rural areas to improve substandard housing, increasing house evaluation and tax implication, property standards, rigidity of rules, lack of housing options that force people out of their communities. • Conduct a County and lower-tier municipal policy and planning review with eye to affordable (attainable) housing; Review housing types – encourage conversion of larger homes or secondary homes on property as recommended in the 10-year Housing and Homelessness Plan. • Look at vacant land inventory and determine if partnerships with not-for-profit housing provider is possible to build affordable housing units. • Devote more resources to planning and expediting processes, communications and by-law enforcement. • Create Housing Hub with services for all ages and include service navigation, shelter/transitional housing, second-stage options, computers, health services, etc. • Address staffing retention and change. In rural communities, relationship building is so important; if a caseworker changes it is a step back in relationship building; Limited staff and homelessness means less service for rural areas. In Kingston two primary homelessness programs: prevention diversion (at imminent risk of homelessness) and Housing First in county funded for only two full-time staff to run everything. • Supportive Housing – demand for supportive housing is greater than supply; existing supportive housing programs have very long wait lists and there is no appropriate housing for clients in the interim; end up living in environments where the needed supports do not exist, or they remain homeless. • Opportunity for home-sharing/room rental in existing stock of houses. • Senior Housing options to address the tsunami that is coming • Partner with not-for-profit housing providers where possible to increase stock of rural senior housing, affordable housing, supportive housing: Kingston, SFCS, Salvation Army, Central Housing Corporation, North Frontenac Housing Corporation, Aboriginal Housing. • Work with landlords to advocate regarding long wait times for hearings and tribunals (Landlord and Tenant Board) to help reduce barriers to landlords supporting housing programs.

Transportation

Transportation was identified as a risk to community safety and well-being for a variety of reasons, both from an economic development (transportation to access work) standpoint as well as a community development barrier (transportation to access service and reduce isolation).

Transportation services do exist for seniors or for medical transportation, and Frontenac Transportation Services and South Frontenac Community Services have Seniors Volunteer drivers to give rides to people in the county with a cost attached. Many rides are covered through ODSP or OW (there is a limited amount of money Social Services can spend on client transportation), and Veterans Affairs, EarlyON and some agencies set aside funds to pay for transportation. Subsidy is often available with fundraised dollars.

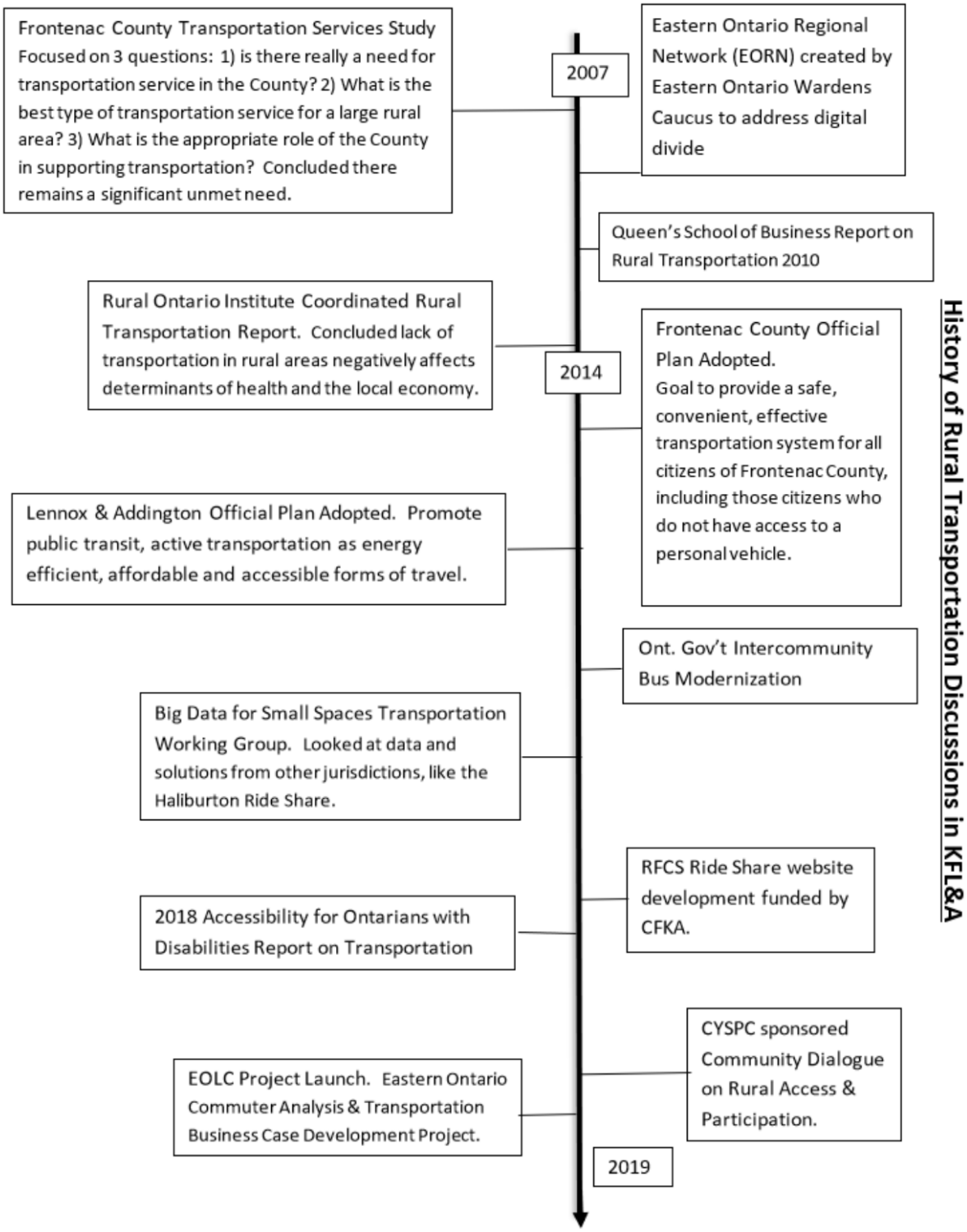
For the general population, these services are not available.

There is no taxi service or public transit available north of the 401.The result is that transportation is a huge barrier for residents to get to appointments, school, employment, any programming or training. Youth feel trapped and unable to get away, they can't participate in after-school work or recreation or in co-op placements, and there is no free bus pass for Kingston transit for county students, a service available to Kingston students.

The coordination of transportation is overwhelming.

A Ride Share service (https://www.communitycarpool.ca) was prepared to launch before the pandemic and is currently on hold and untested.

The 2020 *KFLA Rural Transportation Project Final Report* prepared by the Child and Youth Service Planning Committee (The Table) offers excellent insight into the details of need in rural Frontenac. Beginning with the 15-year history of discussions and planning on the topic:



(Child and Youth Service Planning Committee, 2020)

This multi-year discussion has focused both on transportation as well as alternatives to service delivery. The pandemic has hastened the rapid delivery of virtual services. The need for transportation services for rural residents still exist to participate in their

communities and meet their basic needs. To address gaps and inefficiencies in the current system, the following actions were suggested:

- Explore option for extending funding for transportation programs from Frontenac County.
- Speak to Ministers and MPPs about rural transportation and lobby Ontario government to redefine "Public Transit."
- Lobby school boards to offer late bus option at every rural high school that allows students to use for all purposes, with late bus stopping at local Youth Hubs after the school pick-up.
- Allow students to bring infant and pre-school siblings/children on the bus to attend childcare at or near their school.
- Lobby funders to relax age limitations for programs to allow economies-of-scale ride shares and resource sharing between programs.

Reliable digital access and affordability was also determined to be a critical companion to transportation to allow for full participation and access to services. Knowing that the Eastern Ontario Regional Network (EORN) Cell Gap Project and Gig Project, as endorsed by the Eastern Ontario Warden's Caucus, continue to advocate for project funding and have a high likelihood of success, the Table will work on the affordability of digital service. They have purchased wifi hubs for placement across the county to help those who otherwise would not have access:

> *The Table agreed to purchase four extreme weather, outdoor wifi hubs. A call went out to agencies through the CYSPC network to solicit partners to host the hubs, offering free Internet to the public at these four sites. This pilot project successfully partnered with North Frontenac Council and Limestone District School Board to install free wifi hot spots at the following locations:*
>
> ✓*Clara Mills Hall in Plevna*
> ✓*North Addington Education Centre in Cloyne*
> ✓*Tamworth Public School in Tamworth*
> ✓*Mountain Grove or Parham (still to be determined)*

The Table further agreed that, based on the success of the pilot, a funding proposal would be developed and submitted for more wifi hubs to be installed across the region.

Strategies to Mitigate the Risk

Action	**Continue the work started by the Child and Youth Planning Committee to move transportation and digital strategies forward.**
Evaluation	• Participation and access are expanded. • Alternate system delivery systems is achieved and residents have no barrier to receiving service – choice is made on personal preference.

Outcomes	• Participation in employment and training opportunities. • Participation in community. • Access to food and basic needs. • Access to medical and other services.
Steps Needed	• Coordination of transportation services. • Explore option for extending funding for transportation programs from Frontenac County. • Speak to Ministers and MPPs about rural transportation and lobby Ontario Gov't to redefine "Public Transit." • Lobby school boards to offer late bus option at every rural high school that allows students to use for all purposes, with late bus stopping at local Youth Hubs after the school pick-up. • Allow students to bring infant and pre-school siblings/children on the bus to attend childcare at or near their school. • Lobby funders to relax age limitations for programs to allow economies-of-scale ride shares and resource sharing between programs. • Use volunteer drivers to drive kids who can't get into town to job placement or to a spot to hop on bus to get to placement. • Advocate for digital access and equity through Eastern Ontario Warden's Caucus to increase access to services/supports and social connection.

First Nations Indigenous Culture

Long before European settlers arrived in Frontenac, First Nations people, mostly Algonquin, lived on this land. The Ardoch Algonquin First Nation and the Shabot Obaadijiwan First Nation continue work to be self-governed and self-sustaining to better meet community needs in Frontenac and beyond.

2016 Census Data	North	Central	South	Islands
Population	1898	4373	18646	1760
Indigenous	3.8%	9.8%	3.6%	2.6%

(Statistics Canada, 2016)

The band office of the Shabot Obaadijiwan First Nation is in Sharbot Lake in Central Frontenac and the Ardoch Algonquin head office is in Westport. With a provincial average of 7.4% of Indigenous population, Central Frontenac boasts almost 10% of its population as self-identified Indigenous. The vibrant culture and community is kept active through an annual pow-wow, training on traditional culture (field dressing, birch bark canoes, harvest, dream-catcher), fishing derbies, healing circles, sweat lodges, fish fries and numerous community dinners and meetings. A Food Bank for the Algonquin people of Shabot Obaadjiwan has been established.

In recognition of the harm caused by colonial practices to Indigenous children and families, historically and presently, the child welfare sector has been undergoing a transformative truth and reconciliation process. Currently, 30% of kids in care in Ontario are Indigenous, a vast over-representation that continues long past the days of residential schools.

Family and Children's Services of Frontenac, Lennox and Addington is working with members of First Nations, Metis and Inuit (FNMI) communities in this area and has formed an advisory group. The Kewaywin Circle initiates and fosters support, guidance and connections to community and cultural knowledge for families, children and youth working with the agency who self-identify as Indigenous, as well as caregivers who have self-identifying Indigenous children/youth living in their homes. The Circle further assists and guides agency staff to provide services to Indigenous families, children and youth, and to the Board of Directors, who hold the agency accountable to commitments made, work being done and policies/procedures in place. The Circle also offers input with an Indigenous lens regarding services FCSFLA provides and makes recommendations for change. The FNMI service team includes a cultural advisor as part of the team to help build support into the culture of organisation, including equity training and examining white privilege and systemic racism.

The Kewaywin Circle vision is to reignite and ground children, youth and families Indigenous to Turtle Island in their culture and to make connections, with opportunities for sharing knowledge, while ensuring that those children and youth grow up healthy and integrated within their families, cultures, and communities.

The KLFA Children and Youth Planning Committee has collated an Indigenous e-resource library, and has created a virtual learning circle that is helpful to all service providers: https://kflachildrenandyouthservices.ca/indigenouslearningcircle/

To note, FNMI is the naming convention right now and seen to be most respectful. First Nation, Metis and Inuit peoples see themselves as a separate cultural group, not a racialized BIPOC (Black, Indigenous, People of Colour) group.

> *To take care of the earth and the community of life we need to remember the teachings of the First Elder, who has handed on the gifts of knowledge that he received from the Seven Grandfathers when he was just a boy. Each grandfather gave him a great gift. One gave him the gift of **Wisdom**, and he learned to use that wisdom for his people. Another gave the gift of **Love** so that he would love his brother and sister and share with them. The third offered the gift of **Respect**, so that the First Elder would respect everyone, all human persons and all the things that are created. **Bravery** was the next gift, bravery to do things even in the most difficult times. One grandfather gave the boy **Honesty** so that he would be honest in every action and provide good feelings in his heart. One grandfather gave the boy **Humility**, to teach the boy to know that he was equal to everyone else, no better or no less, just the same as anybody else. The last gift that he received was **Truth**. The*

Grandfathers told him, "Be true in everything that you do. Be true to yourself and true to your fellow man. Always speak the truth."

They told him, "Each of these teachings must be used with the rest; you cannot have wisdom without love, respect, bravery, honesty, humility and truth. You cannot be honest if you use only one or two of these, or if you leave out one. And to leave out one is to embrace the opposite of what that teaching is" (Shabot Obaadjiwan First Nation, The Seven Grandfather Teachings, n.d.).

Strategies to Mitigate the Risk

Action	**Support First Nation people in Frontenac County in efforts to be self-sustaining, to increase understanding of shared history and to support well-being and truth and reconciliation efforts.**
Evaluation	• Indigenous children, youth, and families are connected to their culture, with opportunities for sharing knowledge. • Children and youth grow up healthy and integrated within their families, cultures, and communities. • Indigenous First Nation people in Frontenac are well connected to appropriate services. • Progress in meeting Truth and Reconciliation Commission Actions. • Reduced number of Indigenous children in care.
Outcomes	• Appropriate service is offered to a large population of Indigenous youth. • Trust in 211 system that includes First Nation support. • Social and digital connection – pandemic has meant remote assistance and people cannot be connected with Elders or hold socials, healing circles, sweat lodges, etc., creating communication issues. • Increased financial supports to help families hit hardest by pandemic. • Capacity is built by Shabot Obaadijiwan First Nation, Ardoch Algonquin First Nation and partners.
Steps Needed	• Follow the Seven Grandfather teachings in all relations with Indigenous First Nation people in Frontenac County when providing service. • Increase education and appreciation in community of trauma and harm of colonial history. • Work with community and local government to implement Truth and Reconciliation Calls to Action that includes statements on appropriate protocols.

	• Capture the recommendations of the TRC in all actions of this report, woven throughout.

Rural Community Development: Geographic/social isolation, rural realities, service delivery, stigma/self-awareness, staff retention, equity of opportunity

Frontenac County is a large geographic area with thousands of square kilometers and a relatively small number of people. The challenges to service the community are many and the geography becomes both an asset and a risk to community safety and well-being.

2016 Census Data	North	Central	South	Islands
Population permanent residents	1898	4373	18646	1760
Square Kilometres	1,164.77	1,025.20	971.56	175.04

(Statistics Canada, 2016)

As with most rural areas, the larger Frontenac County is the political and census division, but the township (and often the villages or crossroad communities) is the insular, self-supporting and resilient community. These small rural communities are often resistant to the imposition of urban wisdom, program and service. There is no “one size fits all” approach to planning in a rural area. Solutions are place-based, and what works in South Frontenac may not work in Frontenac Islands and what works in Kingston will probably not work in Central or North Frontenac in the same way that policy developed in Toronto may be blind to the needs of Kingston or Frontenac County. The saying in rural community development is that “once you have seen one rural community, you have seen one rural community.”

With this in mind, it is not hard to see why the abundance of programs and services coming from Kingston are so difficult to deliver in rural Frontenac. It is not just the geography that is the challenge, but also the acceptance of service and trust in the relationship with the service provider. There is also a reluctance to accept service, perhaps rooted in pride, fear of stigma, fear of judgment, or a simple forbearance of difficult situations.

Without this relationship, people fall through the cracks because they don’t access the service available when needed, and community safety, health and well-being are put at risk. The four Townships of Frontenac are all beautiful green spaces where you can live without neighbours nearby, but people can be incredibly isolated both physically and socially, especially if they live with other vulnerabilities.

Rural people are friendly, and neighbours may take care of each other. Municipal services are strong with cost-effective delivery of asset management, infrastructure, environmental services, good governance and effective administration, health, recreation, culture and lifestyle, protection and health of natural environment, infrastructure, bylaw enforcement, fire and emergency services.

The community hub models of service that are evident in both South Frontenac and Rural Frontenac Community Health Services have been building on trusted relationships with people over many years. Alternate service delivery (virtual or by telephone) is often easier, both in terms of the burden of service delivery on provider, and acceptance of service by the user.

Traditional service delivery often means that a staff member from a service agency based in Kingston drives to an office in Frontenac once or twice a week to deliver program. Staff retention is difficult, the staff person is isolated from their colleagues, and much of the time is spent in travel. With regular changeover in staffing, trusting and supportive relationships aren't possible with clients or between service providers.

The seasonal population of Frontenac spikes to 67,000 from 26,000 permanent residents, along with a risk and how to protect safety and well-being. Seasonal people don't have the personal connections or knowledge of the community when they need help, and don't know who to call on in Kingston.

Fire services are often first point of contact in emergency situations because the ambulance cannot always get there in time to meet the standards, or police can't respond immediately to a motor vehicle incident. At the same time, the Frontenac Townships struggle with finding and rigorously training volunteer firefighters and retaining these volunteers.

The Limestone District School Board sees equity of opportunity as the biggest challenge with Frontenac, with lots of students moving into the secondary system who can't access extracurricular programming or services because of busing. They try to connect families to services through partners, but without transportation this is often not possible, so the school and staff is being asked to support families who have greater need with less money and staff.

Strategies to Mitigate the Risk

Action	Serve the rural areas with a variety of program delivery methods to achieve health and service equity.
Evaluation	• Increase in service uptake and greater participation in community development opportunities.
Outcomes	• Service is available no matter where you live in Frontenac and delivered in an appropriate place-based program.
Steps needed	• Make high schools into community hubs so all members of community can reach service. • Encourage networked approach to service provision so that services are not duplicated. • Improve digital access for alternate service delivery. • Recognize and embrace sharing economy. • Free up space on municipal service delivery; need more support when government downloads services for training and facilitation; streamline reporting requirements so can focus more on service delivery and make it more efficient; address provincial response to aging infrastructure that creates financial pressures for road repairs and maintenance, leaving little for bare essentials or to develop recreation programs or community grant opportunities; embed program at township level if possible. • Encourage congregate living; lower-income people are hard to serve when they are residents who choose to live alone and are not connected. • Include transportation costs for staff and participants in all funding applications serving rural. • Approach rural service provision with an equity mindset.

2.2 Health, Mental Health and Substance Use

Objective: Enhance availability and access to health, mental health and substance use supports across the townships.
Rationale: Access to needed supports helps residents to live a healthy life and prevents risk.

Elements of physical health, mental health and substance use are integrally tied together to affect a person's overall well-being. This section covers identified risk areas, including general health and well-being (health services, youth, seniors, specialized supports), and mental health and substance use (addictions). Many services are provided throughout the four townships; however, the bulk are centred in Kingston.

211 is available to access help 24/7. Service providers have suggested it is better if a client calls 211 instead of a worker, and that accessing by phone is better than doing so online.

Many agencies have responded to the COVID-19 pandemic by adding virtual services to their complement. While in-person continues to be an important approach for many circumstances, a large number of surveyed agencies have indicated some form of virtual service will continue post pandemic. The success of virtual service has been an increase in accessibility.

Health

The agency survey conducted for this plan in early 2021 shows the range of health-related, parenting and demographic risk factors encountered in clients the responding agencies serve. A chart outlining mental health and substance use issues is located later in this section.

Frontenac - CSWB Plan - Agency Survey (January 2021)
Risks Encountered

Answer Choices	Responses
Health - difficulty meeting nutrition or basic needs	70.59%
Developmental disability - affected by	52.94%
Social isolation - person does not have access to family or social supports	52.94%
Person not providing proper parenting	47.06%
Learning disability - affected by	47.06%
Health - not following prescribed treatment	41.18%
Acquired brain injury - affected by	41.18%
Lack of supports for elderly person(s)	41.18%
Parenting - person not receiving proper parenting; parent/child conflict	35.29%
Cognitive disability - affected by	35.29%
Language/communication barriers affecting ability to access services	35.29%
Gender issues	35.29%
Truancy or chronic absenteeism from school	29.41%
Perpetrator of elder abuse	23.53%
Missing/runaway - with or without parents' knowledge; history of	23.53%
Custody issues/child welfare	23.53%

Rural Frontenac Community Services (RFCS) offers a wide variety of programs and services for all demographics. They have permanent space in Sydenham and Sharbot Lake, and rent space in Arden, Parham, Plevna and Storrington. They provide transportation services for childcare, youth/school and medical appointment, and they offer counselling services with no wait list and no diagnosis required. RFCS rents and shares office space to agencies to work in Frontenac County at Sharbot Lake and Sydenham.

Partners at Sharbot Lake include Community Living, Adult Protective Service Worker, Connections, pre-school speech and language, food bank, income tax clinics, Maltby, Ontario Works, Ontario Disability Support Program, Child and Family Services, Providence Care Occupational Therapy, Addictions and Mental Health, Land of Lakes Community Services, violence against women services, St. Lawrence Employment Services, Family Health Team health and mental health rounds, legal services, libraries and Salvation Army. Services specific to youth and seniors are listed below.

South Frontenac Community Services Centre (SFCSC) also offers specific demographic services (see below), as well as a food bank serving between 50 and 60 households each month, housing listings, telephone reassurance, social and exercise programs, a tablet-lending library and referrals. SFCSC networks and coordinates with other agencies in order to meet community needs. Their Rural Services Worker knows where resources are for various services and aims to connect people to them.

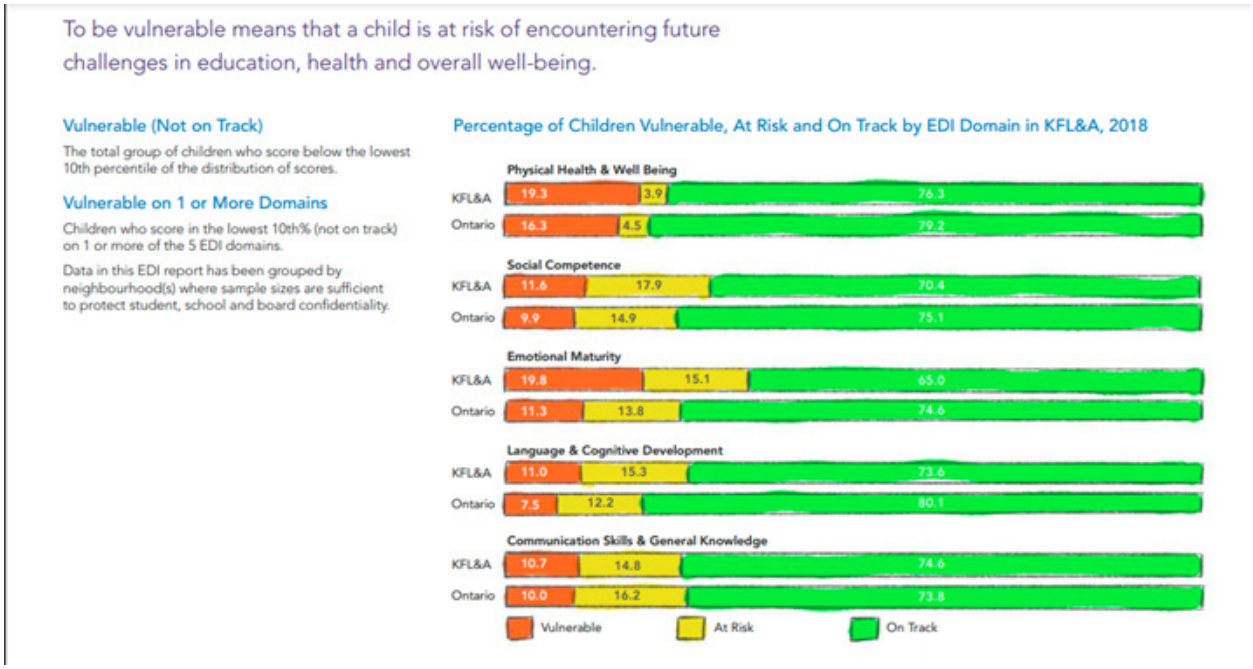
Kingston Frontenac Lennox & Addington Public Health (KFLAPH) also provides numerous programs across all demographics. Based in Kingston, it has offices in Sharbot Lake and Cloyne and concentrates on upstream prevention and health promotion, as well as resiliency. It is willing to work with family health teams.

For adult learners, clients of Connections Adult Learning have been able to access sufficient, affordable Internet service thanks to funders who have stepped up to provide assistance for equipment and data cost coverage for cell-based internet. Online programming has also been developed and is ongoing.

Development of Ontario Health Teams are underway and are designed to streamline services and operate in a patient-centred mobile with access to one team of health-service providers in a variety of disciplines.

Youth

A United Way Kingston Frontenac Lennox & Addington *Community Profiles* report in 2020 measured contains Early Development Indicators (EDI) for various communities throughout the region. EDI measures early childhood development to assess children's readiness to learn before entering Grade 1. Five core areas scored include physical health and well-being, social knowledge and competence, emotional health/maturity, language and cognitive development, and communications skills and general knowledge. "One of the key measures of the EDI is the percentage of children who are vulnerable or at risk for problems in later childhood, by capturing those that are struggling, but may have not been formally identified" (United Way KFLA, 2020). The chart below shows the most vulnerable in KFLA tracking slightly above the provincial average in the five core areas.



(United Way Kingston Frontenac Lennox & Addington, 2020)

There are several assets to support child and youth development and care throughout the townships:

RFCS has EarlyON programs available for families with children ages 0 to 6. For daycare, there are special needs supports and subsidized spaces for families needing social support. For ages 6 to 12, social recreation program is available, and there is a Youth Hub for ages 13 to 25. They also offer a Home Alone/babysitting course and Northern Rural Youth Leadership program, funded by the United Way.

For families and children, KFLAPH has Child & Baby Talk programming, prenatal classes, breastfeeding support, Healthy Babies Healthy Children, nutritional advice for school food programming, parenting campaigns and vaccinations. There is a visiting nurse in all high schools, and a nurse practitioner with the family health team.

Youth Diversion offers a mentoring program for ages 12 to 17 that matches at-risk youth with positive role models, as well as the Rebound program for the same age group, which is a 10-week Cognitive Skills program.

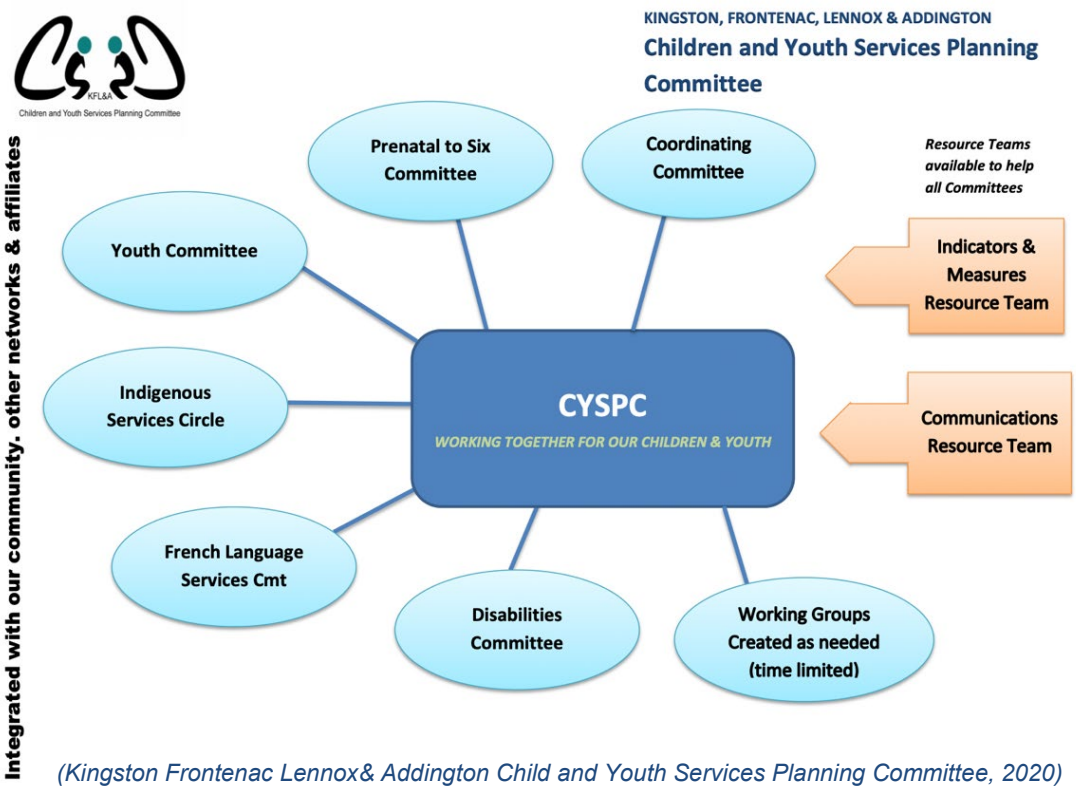
The Youth Outreach program is a prevention and intervention program that supports at-risk youth to make healthy life choices and is designed to connect youth, 12 to 21 years of age, and their families to services in the community.

The ACES Working Group is doing community training on resilience.

The Limestone District School Board accepts everyone and is 100% inclusive. Its strategic plan emphasizes and actions wellness, collaboration and innovation. These three mandates mesh together, and activities fall within each with a report back to senior leadership. Limestone seeks ways to support students through co-op and Prior Learning Assessment to help them graduate.

The Maltby Centre is based in Kingston and offers mental health and autism supports for children and youth and their families. They are co-located with Family and Children's Services in Sydenham and have a total of seven locations in KFLA.

A coordinated approach to service and system planning is taken by the KFLA Child and Youth Services Planning Committee. This children's planning table is a group of service providers working together to plan and promote a seamless network of responsive services and supports for children, youth and their families in the region. With a networked approach, the CYSPC can engage in collaborative planning, implement initiatives, monitor services and influence policy to ensure that community needs and priorities guide the planning and delivery of children and youth services in the City of Kingston and the Counties of Frontenac and Lennox & Addington. Municipalities can be involved in this collaborative. As well, established inter-agency groups meet monthly (Sydenham and Sharbot Lake) to do some of the collaborative work.



(Kingston Frontenac Lennox& Addington Child and Youth Services Planning Committee, 2020)

The United Way *Report on Youth Homelessness 2021* contains recommendations that are specific to Frontenac and offers programs. While the report is about youth homelessness, the focus is prevention, which means programs such as Intersections start with young participants – as young as six years old. A steering committee has been working on implementing the plan, and the United Way reports great progress in the last five years. The plan is based on consultation with youth, including 170 this year and a separate consultation with Frontenac youth that received input from more than 100 youth a couple of years ago.

Seniors

Social and geographic isolation tend to be significant factors for the aging population, which has been exacerbated by the COVID-19 pandemic. Many agencies have worked creatively to maintain some form of contact with isolated seniors.

RFCS provides Meals on Wheels and a Diners club, which is a social program for 60+. Home help for seniors to maintain their homes is available at an hourly rate, and there is a senior services transportation subsidy to assist with going shopping, visiting and for medical appointments. Community rounds connects service providers with each other, and there is a geriatric rounds in Sharbot Lake as well. SFCSC provides adult day programs, Meals on Wheels, transportation, home making/maintenance, foot care, volunteer visiting hospice and Diners Clubs.

Special Needs/Services

There is a range of assets available to address specific special needs:

A partnership with ABI Canada/MedicAlert Connect Protect is available through MedicAlert and connected to Frontenac OPP. The Connect Protect program gives emergency responders and healthcare providers quick and secure, 24/7 access to a MedicAlert subscriber's electronic medical profile, helping to ensure successful responses.

The Maltby Centre provides free psychoeducation groups for parents, and a single-session walk-in clinic (which can be used by parents). There are phone, in-person and virtual options.

There are supports for individuals who have suffered an acquired brain injury (ABI) and their families. For qualifying individuals there is an ABI System Navigator and Community ABI Programs (CBIS) with one-on-one outreach supports. This involves travel to Kingston for group services and has been impacted by COVID-19 protocols. Education, system navigation and referrals are available.

Other assets include a Stroke Services Program for stroke survivors through VON Greater Kingston; an online services and support group for caregivers/survivors through Ontario Brain Injury Services, which is not regional but connects people.

Various services providers have identified a need for enhanced developmental disabilities locally. Family and Children's Services indicates youth are being placed in other parts of Ontario far from family supports in order to meet this need. As well, wait lists for specialized mental health services such as eating disorders are long.

Primary Care

Multidisciplinary family health services are offered in Sharbot Lake, but the bulk of primary care is located in Kingston. KFLA has been approved for an Ontario Health Team and more information about pathways of care and client-centred approaches, including primary care, is anticipated. Community rounds are run by the Family Health Team.

In the rural areas, emergency services and volunteer firefighters are covering for medical emergencies until paramedics arrive, creating additional stress on these emergency services. There are mutual aid medical calls when ambulances are unable to meet time requirements for response. This results in increased training cross-over. Municipalities also face recruitment issues in terms of finding volunteers who are employed close enough to service areas to be able to respond to call.

Substance Use and Mental Health

Through interviews, Advisory Committee discussions and surveys it became clear that risks in the area of substance use and mental health overlap in numerous ways, particularly when it comes to servicing rural areas, supporting the staff and agencies in order to do so, and helping individuals and families to recognize when they are actually at risk of harm and encouraging them to reach out for or to accept help – a difficult thing in a proud, self-sufficient community where anonymity is difficult due to its small population and close-knit nature.

The agency survey conducted for this plan in early 2021 showed that mental health problems (diagnosed or suspected), made up the vast majority of contacts made with clients – at 88%. The chart below shows the percentage of risk factors this group of agency respondents identified that are related to mental health and substance use issues.

Frontenac - CSWB Plan - Agency Survey (January 2021)
Risks Encountered

Answer Choices	Responses
Mental health problem - diagnosed or suspected	88.24%
Alcohol or drug use/abuse by an individual	70.59%
Grief/trauma	70.59%
Mental health problem affecting others	64.71%
Mental health - not following prescribed treatment	64.71%
Harm caused by someone's use/abuse of alcohol or drugs	52.94%
Hoarding	47.06%
Self-harm - engaged in or threatening to do so	41.18%

Acquired brain injury - affected by	41.18%
Suicide - current or previous risk	35.29%
Individual affected by a suicide	35.29%
Methamphetamine use	35.29%
Problematic opioid use	35.29%

Fortunately, the Kingston and Frontenac area has a wide range of assets to help individuals and families dealing with mental health and addictions issues. The tendency for residents in the more rural areas has, anecdotally, trended towards self-sufficiency and leaning on family, which can result in chronic states of risk. In many cases, families/individuals may not understand the level of risk they are in due to this sustained, often intergenerational, tendency. Agencies report the data shows where demand for service is, but anecdotal evidence may indicate otherwise, making it difficult to find the people who need the services most.

For Frontenac, Lennox and Addington, the Ontario Health Team is pursuing an integrated mental health and addictions process with approximately 20 members taking part and using a rural focus.

Substance Use

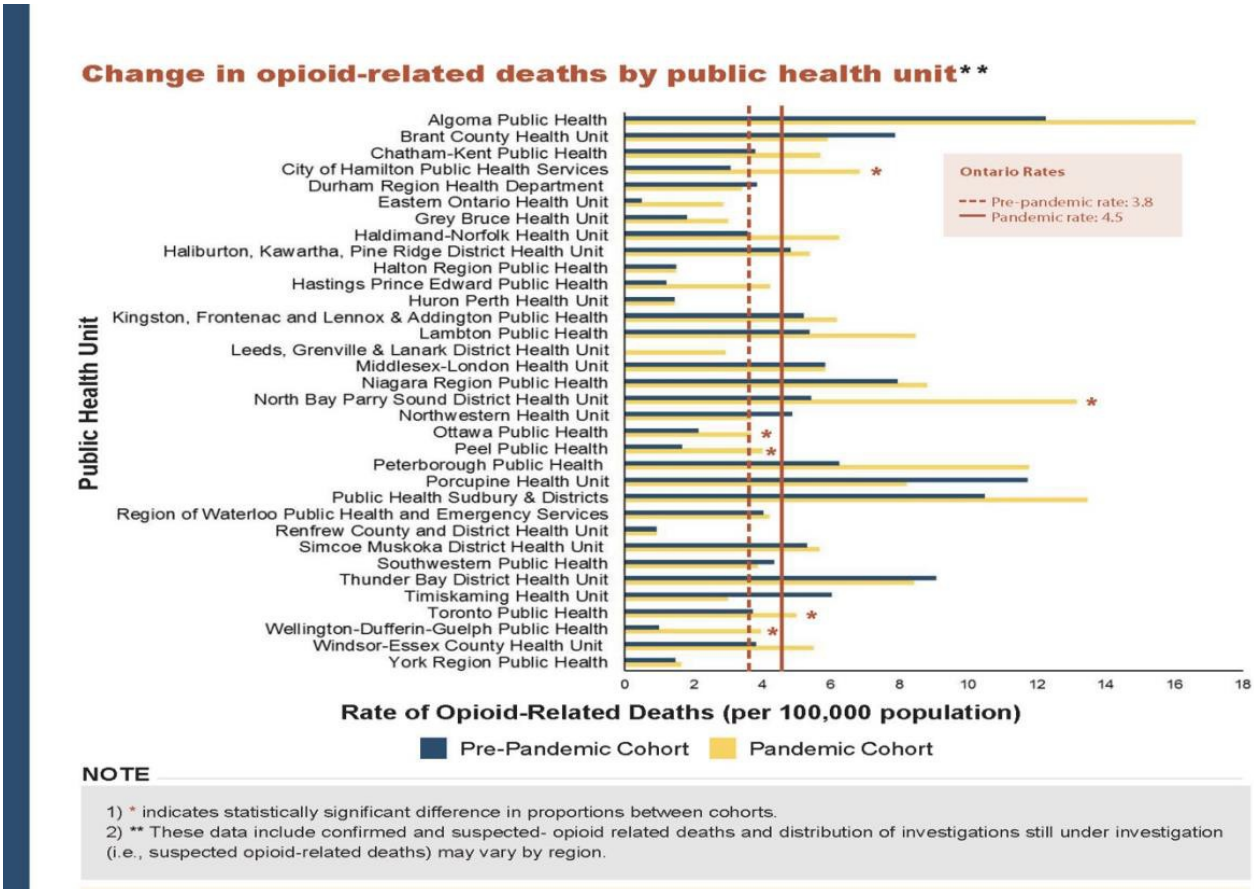
Addictions and Mental Health Services KFLA indicates it has three case managers and one addictions worker covering this large service area and vast geography, meaning transportation is a significant barrier to getting people to the services they need. Encouraging staff to take on the more isolated jobs in this geography has been deemed challenging. The cost to the agency to offer services in this way (with significant travel time) is also high; one worker may end up doing only one visit in a day, which is a benefit to the client but expensive. Staffing is crucial and there can be a lot of turnover before someone is found who is willing to work in the more rural areas.

Kairos has a youth diversion program for ages 9 to 24 that includes having counsellors in the high schools and elementary schools. It can offer psychoeducational workshops on substance-use topics for children and youth ages 9 to 18. Youth Diversion deals with addictions.

KFLAPH has programs to support individuals and families around substance use. Its Healthy Babies Healthy Children program is mandated across the province and will support parents with substance use issues. KFLAPH plays a key education and advocacy role, offering various health promotional campaigns, supporting curriculum implementation around substance use for all schools and advocating at the provincial level for change. It notes the glamourization of alcohol in society is creating risk and harm in society and currently has programming on this topic now, along with a targeted media campaign for high school about harm reduction. They advocate to the province about accessibility of alcohol. “This is not just a public health issue, it is a community issue” (Susan Stewart, KFLAPH, Partner Day, 2021).

The opioid crisis continues to accelerate across Canada. KFLAPH issues warnings when toxic drugs are found in the community and has played a key role in the distribution and training on naloxone, which can save lives in the event of an overdose. It is also actively involved with the Municipal Drug Strategy. The KFL&A Community Drug Strategy Advisory Committee has released its Opioid Action Plan to the public. Key commitments include preserving the health and safety of those who use drugs, reducing opioid overdose mortality in the at-risk population and reducing harms associated with licit and illicit use of opioids. The foundation for the strategy is active surveillance. (Kingston Frontenac Lennox & Addington Public Health, Community Drug Strategy, 2020).

Data from The Ontario Drug Policy Research Network shows the increase in opioid-related deaths in KFLA during the pandemic.



(The Ontario Drug Policy Research Network, et. al., 2020)

KFLAPH has a service agreement with Street Health for needle exchange (Kingston Community Health Services). Feedback from Street Health has been there is less anonymity than in larger centres, creating a barrier for residents who might be seen going into the van. Rural Frontenac Health Services is working on a drop-off system, but has found reluctance by agencies to welcome people who are active users, as well as service providers not being able to find capacity.

KFLAPH's annual report for 2019 shows "the proportion of the KFL&A population exceeding either of the two low-risk drinking guidelines continues to be higher than the province, 49% in KFL&A versus 44% in Ontario (2017); however, the rate in KFL&A has decreased from 52% (2015 and 2016)" (Kingston Frontenac Lennox & Addington Public Health, Annual Report, 2019).

Rural Frontenac Community Services is available for substance use support and consultation.

Intersections KFLA is an evidence–informed early intervention program for children and youth who are at-risk of becoming justice-involved. It provides supports to their families as needed. The program covers the KFLA area and helps to identify substance use issues early.

Youth Diversion reports providing addiction services to children and youth is more challenging if they are not in school and the geography is taken into account. Workers identify the complexities are even greater in rural areas; youth in urban areas tend to use substance sometimes for social reasons, but in the north it is "primarily because of family circumstances or other trauma presence in life" and youth in the north may be less likely to engage in social use of substance (Shawn Quigley, Youth Diversion, Partner Day, 2021). For the Granite Ridge Education Centre, an addictions counsellor attends the high schools one day per week and has a float day for emergencies. Regular programs are offered at high schools as needed, and there are usually grade assemblies held at the beginning of the year. Counsellors can attend elementary schools on a sign-up basis and have therapy visits. Youth Diversion will also conduct home visits or go to wherever is most convenient.

With ample real estate in the townships to facilitate the growth or making of drugs, it has anecdotally become a more prevalent coping solution during COVID-19, and access to the CERB made it more affordable. OPP report an "apparent" increase in prevalence of acquiring drugs; not necessarily an increase in people but more regular users have had police contact than before (Sharron Brown, Frontenac OPP, Partner Day, 2021).

Emergency service providers indicate a lack of awareness of overdose incidents when various responders are involved.

Mental Health

Addictions and Mental Health Services KFLA offers case management and diversion. It has locations in Verona, Sharbot Lake and Northbrook. There is a Mobile Crisis Team in Kingston, and the agency is considering a similar service for Frontenac, Lennox and Addington.

The Maltby Centre provides single session and on-going counselling for children, youth and families. In addition, there is support for students at Granite Ridge Education Centre and Sydenham High School through supportive programs. Maltby provides professional

clinical services to children with mental health and autism diagnosis. It strives to engage youth in a number of ways. Maltby makes an effort to ensure services are not just in Kingston; they have seven sites across KFLA and work to bring youth in from the whole region to participate in things that happen in Kingston. Schools are a significant access point for Maltby to see clients.

The Youth Diversion Intersections Program offers temporary clinical supports for children and youth who are coming into contact with police and Family and Children's Services.

The Hotel Dieu Hospital has a neuropsychiatry focus on Acquired Brain Injury (ABI) as well as system navigation tools, such as "Managing Powerful Emotions specific to ABI: Distress Tolerance group," which was created by Community Brain Injury Services (CBIS) and accessible for CBIS clients. The wait list for neuropsychiatry, however, is long (reported as a year long in 2021). The KFLA ABI and Addictions/Mental Health Collaborative, which is similar to a risk watch table, provides system navigation when there is confirmed or suspected ABI and addictions/mental health concerns. This is provided for service providers by service providers to address situations of high risk with the client's consent.

KFLAPH promotes mental health and well-being through school curricula, as well as in the provincially mandated Healthy Babies Healthy Children program. They also provide a mental health way-finding pathway for health-care providers looking for mental health services for a patient. It comes from the "Moving Towards Wellness" table and includes an up-to-date online tool for searching for services and regions.

RFCS has a family counsellor who is often a triage to connect to other mental health services in rural Frontenac. This is funded through United Way and provides the flexibility of not requiring a diagnosis. It can be a one-time meeting. Youth over the age of 16 cannot be served, but RFCS will bridge to the Maltby Centre when possible. Various kinds of counselling, including financial, can be offered. The counsellor attends rounds in Sharbot Lake and can refer and be a warm hand-off if not already counselling the client.

A part-time counsellor is also housed with Sharbot Lake Health Team. The United Way has a family mediation worker serving Frontenac who helps with homelessness prevention, which is often related to addictions and mental health.

Hoarding is a complex issue that involves collaborative support. Housing and Social Services (City of Kingston) can provide financial support to help clean out hoarding situations, but this has strict criteria, which is barrier to housing and mental health support.

OPP have highlighted a number of crisis service gaps, including long wait times when officers bring a mental health patient to hospital. They indicate there is a good working relationship with Kingston General Hospital emergency, which is creating improvements. OPP have established efficiencies in terms of hospitals when they have a mental health apprehension, travelling to Kingston instead of Perth and then Brockville if an individual is formed. There are six safe beds available, but they are in Kingston and this can also

lengthen call times when trying to find a local safe bed for someone. In 2019, an agreement was reached between Frontenac OPP and AMHS-KFLA for a collaborative model to see a member of the AMHS team working in the detachment to provide real-time support for people in crisis, with immediate follow up after police involvement available.

Service agencies from Frontenac take part in the Community Risk Watch Table based in Kingston, which is an intervention table designed to provide wraparound support for individuals they refer who meet a threshold of acutely elevated risk. Discussion has taken place about ways to make better use of this tool to support rural residents.

Strategies to Mitigate the Risk

Action	**Collaborate with partners to explore ways to increase presence throughout the region and to maximize existing resources and awareness of programs.**
Evaluation	• Increased number of outreach services available in under-served areas. • Increased number of shared spaces available for meeting with clients/conducting outreach and/or group sessions. • Increased participation by agencies in 211. • Increased use of 211 by residents. • Increased number of residents accessing services.
Outcomes	• Residents/clients have increased number of services available to them closer to home. • Increased availability of harm-reduction services/supplies. • Increased awareness of services provided by other agencies and procedures to facilitate referrals for clients. • Warming centre established for day use. • Increased awareness and improved communication across Frontenac regarding services and how to get information. • Increased uptake with 211 system by both agencies and clients. • Increased volunteer base to support program aspects where appropriate.
Steps Needed	• Increase communication about and availability of economical spaces for group/outreach activities (shared spaces). • Increase awareness/education for staff serving rural areas of spaces available for meeting clients. • In addition to 211, have information cards available in various service locations and take advantage of radio outlets to disseminate information. • Explore possibility of shared mobile services and/or home visits. • Support efforts identified in Economic Development strategies for staff retention, particularly in isolated areas. • Advocate for increased human resources and incentives for

	sustainability/consistency of personnel for mental health and substance use programs in under-served rural areas.

Action	**Enhance or create training, education and communication plan for rural residents to increase awareness of dangers of substance use, tools to help with addictions and mental health, and methods to reduce stigma about accessing help in a small, rural area.**
Evaluation	• Strategy developed to support youth adversely affected by family substance use or mental health issues. • Increased number of rural residents accessing addictions/ substance use services. • Decrease in number of individuals exceeding low-risk drinking guidelines. • Decrease in opioid-related deaths. • Increase in number of individuals accessing local services. • Number of presentations provided in schools and to businesses/employers.
Outcomes	• More residents feel comfortable accessing needed substance use and mental health services in a way that is not stigmatizing (factoring in rural nature of community). • More children and youth are supported in family addictions and mental health situations. • Increased opportunities created for individuals/families to access services, including virtual, sharing resources to reach, e.g. technology. • Communication plan developed with partners to provide education through social media and local traditional media resources.
Steps Needed	• Consider possible tools for access, e.g. virtual or home visits (explore opportunities to create mobile services). • Continue to advocate on the issue of glamourization of alcohol. • Coordinate with Ontario Health Team to ensure involvement with integrated mental health and addictions process. • Recognize in education planning the definitions of masculinity and its role in stigmatization around mental health, as well as barriers faced in small communities. (Key partners: Addictions and Mental Health, KFLAPH, school boards, Maltby Centre, family counsellors, AA group). • Develop a calendar of articles and topics for publication through local media and social media as part of communication plan. • Communication plan should include presentations to local businesses and employers. • Include people with lived experience in education around reducing stigma.

	• Determine need for additional study to identify most at-risk peer groups, particularly for rural Frontenac.

Action	**Increase and raise awareness of after-hours crisis services for addictions and mental health.**
Evaluation	• Increased use of rural Mobile Crisis Team and subsequent referrals. • Increased resources for rural Mobile Crisis Team. • Increased referrals to service providers. • Increased use of 211 by agencies and clients.
Outcomes	• Enhanced Mobile Crisis Team for rural Frontenac to work with OPP. • Establish safe beds in Central and North Frontenac. • Availability of existing after-hours crisis services is well-documented and communicated to agencies and public. • Improved access to local after-hours medical care, mental health and addictions services, social services (e.g. housing supports). • More robust use of 211 by agencies (via updates) to ensure up-to-date crisis information available.
Steps Needed	• Advocate for program enhancements where needed. • Inventory and share up-to-date crisis services information amongst all relevant service providers, including schools. • Increase promotion of agency services through their own websites and social media.

Action	**Enhance programs, services and opportunities to reduce social isolation.**
Evaluation	• Increased number of participants in programs to connect residents. • Increased number of seniors access home support services.
Outcomes	• Increased opportunities for residents to connect in order to reduce social isolation, increase safety and improve mental health. • Increased information and opportunities for seasonal residents to get acquainted with opportunities for social connection and build a connected community. • Advocacy for more personal support workers and home support to enhance services for seniors.
Steps Needed	• Welcome Wagon or similar program created where needed to connect newcomers to programs and services. • Inventory available services and consider alternate delivery methods.

	• Engage faith community to support outreach. • Encourage care providers to consider a "social prescription" that takes such things as social interaction/involvement, physical activity and outdoor time into account.

Action	**Reduce wait times and improve access to specialized supports.**
Evaluation	• Reduced wait times for neuropsychiatry appointments • Increased number of individuals accessing ABI/mental health support programs. • Increased access by community ABI programs in long-term care for one-on-one support. • Increased access to Assertive Community Treatment Team for mental health supports. • Increased access to psychoeducational assessments. • Increased number of individuals receiving hoarding supports. • Reduced wait lists for eating disorder clinics. • Increased access to local developmental services. • Increased availability of autism supports.
Outcomes	• Advocacy for additional resources for neuropsychiatry and child/adolescent psychiatry, as well as specialized services such as eating disorders. • Improved diagnosis supports for ABI and mental health to improve access to support programs. • Increase ability for programs to work with memory and cognitive impairments of ABI. • Facilitate access by community ABI programs into long-term care to provide one-on-one supports. • Increase service and reduce wait times for child/adolescent psychiatry. • Improve access to Assertive Community Treatment Team for mental health supports. • Improve access to psychoeducational assessments. • Increase opportunities for early identification and support for hoarding situations. • Greater number of clients experiencing hoarding are supported and connected to appropriate services, including mental health services. • More first responders (e.g. by-law, fire services) are confident in hoarding responses and the connections to make to support individuals/families. • Advocacy for increased resources/support for local developmental services. • Advocacy for increased autism supports available locally.

Steps Needed	• Monitor mental health wait lists post-COVID – action may be needed.

Action	**Increased collaboration in privacy-protective formats to facilitate wraparound supports for individuals and families.**
Evaluation	• Number of partners involved in collaborative tables. • Number of trainings held for VTRA. • Increased referral numbers to Risk Watch Table from rural Frontenac. • Increased number of referrals with acutely elevated risk lowered from rural Frontenac.
Outcomes	• A large group of partners is routinely collaborating to provide supports to clients before they are at risk of harm. • Increased education and training for community partners to participate or understand referral process for Risk Watch Table. • VTRA training is provided to partners to provide confidence in use of protocol and collaboration opportunities. • Increased number of community rounds opportunities.
Steps Needed	• Provide education or create protocols to clarify how community rounds and community partners can collaborate at various levels of risk. • Explore virtual platforms as venue for sharing threat risk assessments. • Ensure collaboration with Ontario Health Team for FLA regarding integrated mental health and addictions process and wraparound support planning.

Action	**Increase opportunities for a "social prescription" to support mental and physical wellness.**
Evaluation	• Increased number of recreation opportunities and clubs for residents throughout rural communities. • Increased participation in recreation opportunities. • Increased communication about available opportunities.
Outcomes	• More opportunities are created to share common spaces at low or no cost – partnerships with community agencies. • Volunteer base is increased to facilitate recreation and clubs resulting in increased socialization and decreased social isolation for both volunteers and participants. • Increased sense of community connection created for both long-time and new residents. • Reduced social isolation.

Steps Needed	• Work with schools/school boards to find ways to collaborate and partner on sharing school spaces with community partners at low or no cost. • Work with other community partners on sharing space. • Inventory volunteer base and find ways to increase involvement. • Advocacy for funding support to expand/enhance recreation services and seek collaborative funding or shared resources. • Work with family doctors to encourage support for "social prescription." • Promote as part of public health wellness campaign.

2.3 Violence Against Persons (physical, emotional, sexual, domestic)

Objective: To prevent violence against persons across all demographics.
Rationale: Preventing violence reduces victimization and its consequences and increases health and well-being.

Violence takes many forms and affects a person's physical and mental well-being. In the agency survey conducted in early 2021, respondents identified risk factors they encounter with clients, and half are involved with various forms of violence. Victimization from physical, emotional or sexual violence is a frequent risk, followed closely by social isolation, perpetrating violence, domestic violence and elder abuse.

Frontenac - CSWB Plan - Agency Survey (January 2021)
Risks Encountered

Answer Choices	Responses
Victim of physical, emotional or sexual violence	58.82%
Social isolation - person does not have access to family or social supports	52.94%
Perpetrator of physical, emotional or sexual violence	47.06%
Domestic violence	47.06%
Victim of crime	41.18%
Victim of elder abuse	41.18%
Human trafficking	35.29%
Bullying; victim of or perpetrator of	35.29%
Perpetrator of elder abuse	23.53%
Geographic isolation leading to victimization or self-harm	23.53%
Gang association or membership	17.65%
Threatened or victimized by gang	17.65%
Homicidal ideation - person has expressed thoughts/ideas about homicide	17.65%
Sex trade	17.65%

The 2019 Progress Report from Frontenac OPP highlights major categories they track for violent crime.

OPP FRONTENAC Detachment 2019 Annual Progress Report

Crime Data

Violent Crimes **Table 2.1**

Offences	2017	2018	2019	Clearance Rate
01 - Homicide	0	0	0	
02 - Other Offences Causing Death	0	0	0	
03 - Attempted Murder	1	0	0	
04 - Sexual Offences	23	21	32	62.50%
05 - Assaults	58	83	64	81.25%
06 - Abduction	0	0	1	100.00%
07 - Robbery	0	0	1	0.00%
08 - Other Crimes Against a Person	27	34	63	52.38%
09 - Total	109	138	161	65.84%

(Brown, 2019)

The OPP have specialized investigative training to support specific violent crimes, such as sexual assault, and including training on child interviewing and domestic violence. They also have the benefit of cross-detachment area support, and a wide range of partnerships, including:

- Victim Services for referrals
- Family and Children's Services
- Harm Reduction Team (HaRT)
- Sexual Assault Centre
- AMHS – KFLA (Mobile Crisis Intervention Team)
- Seniors and Law Enforcement Together (SALT)
- Community Risk Watch Table (Frontenac OPP made four referrals in 2019)

The SALT program provides fraud prevention information specifically for seniors, safety tips and encourages reporting incidents to police. The South Frontenac SALT presentations continued in 2019, and the Central North SALT committee was re-established and organized four presentations in the fall of 2019. Three presentations addressed frauds and scams and more than 200 seniors attended the sessions. Fraud is one of the factors involved with elder abuse (Brown, 2019).

Family and Children's Services notes it has a strong relationship with police. Courts have started to embrace technology more, which is facilitating more virtual service. The agency highlights domestic violence (particularly in rural areas), housing and addictions as big issues in child welfare. They have been able to maintain in-person service through the pandemic. A continued emphasis on community partnerships has led to successful outcomes; they strive to avoid contributing to the trauma of a child being in the care of the state if there is any way for the child/youth to remain safe at home or with someone they know. KFLAPH can partner in this work in light of Healthy Babies, Healthy Children

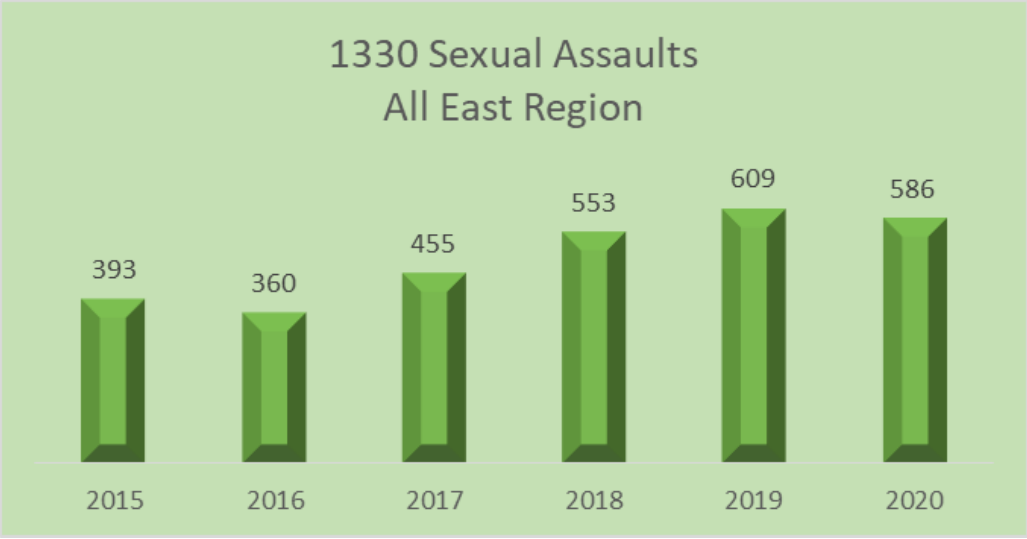
program, Food for You, Food for Two program and Child and Baby Talk program (early interventions). As well, EarlyON is delivering programs at nine sites in a prevention model for families with children ages 0 to 6. The ACES group is active in Kingston and Frontenac.

KFLAPH has begun a literature review on the role of public health in violence prevention. This work has been delayed due to the pandemic, but could provide good guidance upon completion.

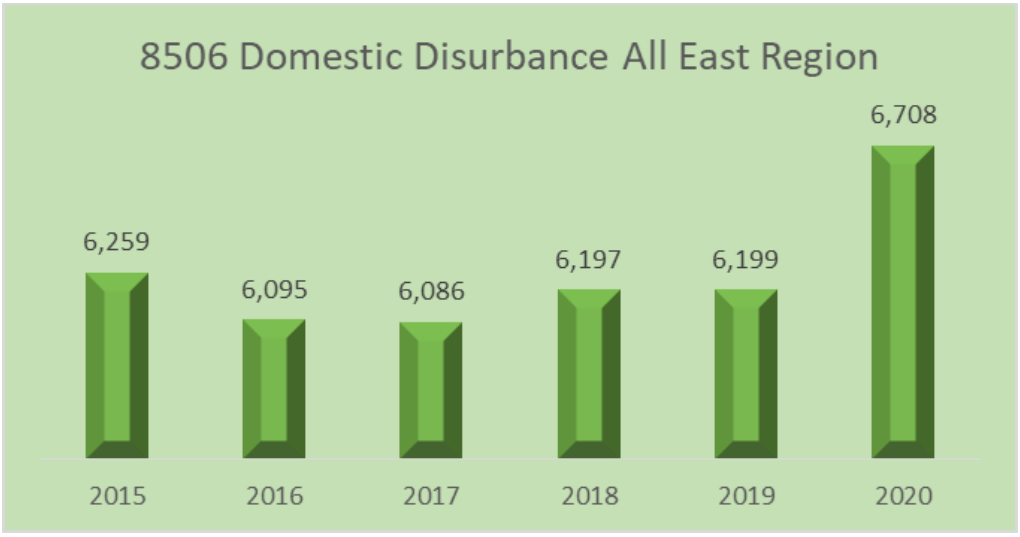
Isolation – both social and geographic – has repeatedly been highlighted as a risk for various vulnerable populations and demographics, and this has been exacerbated by the COVID-19 pandemic. Participation in virtual EarlyON services was reduced, and there has been limited observation of children and spontaneous family connections. Sharbot Lake Retirement reports isolation has been debilitating for seniors, with more in-person contact between seniors and various therapists needed. School boards, Family and Children's Services and violence against women agencies have repeatedly flagged the "lack of having eyes on people" due to pandemic isolation has increased risk of harm in many areas. Seniors are particularly vulnerable to this risk, as social interactions through employment or school are not a given for this demographic. Strategies to mitigate social and geographic isolation are included in previous sections.

In Frontenac, almost half of the those responding to the agency survey noted "domestic violence" as a risk they encounter.

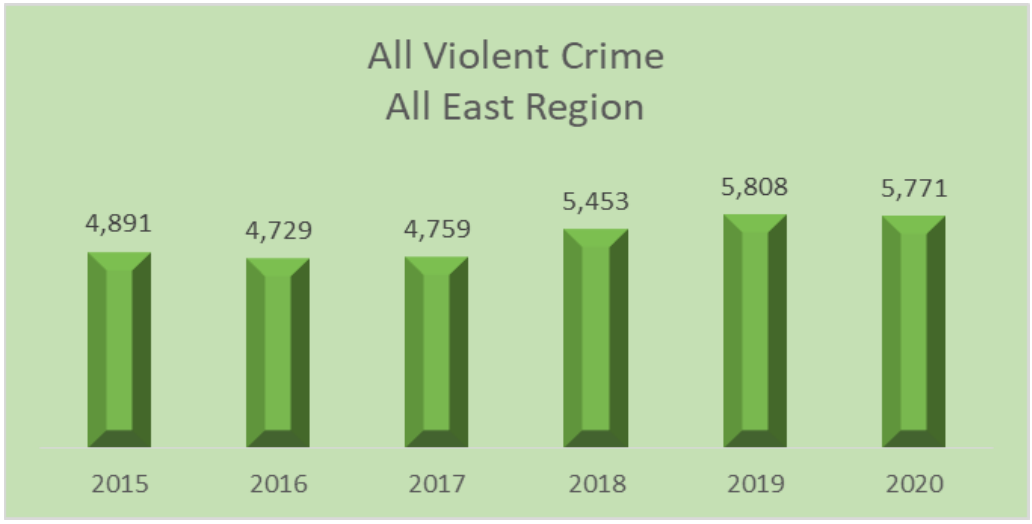
OPP statistics for all of East Region, which includes Frontenac, for the last five years up to 2020, show a slight decline in sexual assault occurrences, but an increase in domestic disturbances. Violent crime declined slightly.



(Ross, 2021)



(Ross, 2021)



(Ross, 2021)

The closest shelters for women and children fleeing violence are located in Kingston and Napanee. The Land O' Lakes Violence Against Women Program will accompany women fleeing violence to Napanee or Kingston and will help with court visits (North Rural Women's Program).

In its 2019 Progress Report, Frontenac OPP indicated it worked with service partners to create a standardized Domestic Violence report for use by all community agencies engaged with victims to provide consistency with support services. It was launched in 2019. As well, a High-Risk Assessment Team meets on an ad hoc basis and is attended by the Community Services Officer to identify and resolve safety issues of victims when an offender is released from custody.

Limestone District School Board strives to offer a climate of support in its schools. Some students, however, are not safe and they are attending school, which creates a conflict between the human right to education and that of keeping staff safe. It is difficult for schools to access alternative services for those students, and they are missing out on good opportunities and supports. The Violent Threat Risk Assessment protocol is a way for schools to respond quickly to threatening incidents and to bring community partners together to initiate supports for students. School is not a healthy place for everyone – bullying, segregation, kids who transfer in are not included.

Youth Diversion offers youth justice programs for young people ages 12 to 17. This includes pre- and post-charge diversion. The Intersections programs for youth ages 9 to 17 who come into contact with police or Family and Children's Services.

Frontenac OPP outlined various education sessions held in partnership with the Sexual Assault Centre in high schools in its 2019 Progress Report, including violent crime (assault, sexual assault, cyber related offences, sexting, etc.). The OPP KIDS program for elementary schools includes lessons on cyber bullying and Internet safety. The Community Services Officer worked with platoon members to deliver the program and, on an ad hoc basis, brought frontline officers into schools to introduce them to students and to deliver short presentations on safety, including cyber safety.

Police have highlighted the limited availability of agency resources in the northern parts of Frontenac. Increasing the supports and access as highlighted in previous sections will also help to provide supports for victims of violence.

Strategies to Mitigate the Risk

Action	**Enhance system navigation and community collaboration.**
Evaluation	• Increased referrals to Community Risk Watch Table from across the Frontenac Townships. • Increased number of discussions at Risk Watch Table that demonstrate acutely elevated risk lowered. • Decreased involvement by police with individuals referred to Risk Watch Table. • Increased number of court diversions for individuals with acquired brain injury. • Increased satisfaction for victims of violence in system navigation and referrals. • Increased number of shelter beds available in rural Frontenac (Central, North) for women and children fleeing violence.

Outcomes	• Develop system navigation for acquired brain injury that includes court diversion focused specifically on ABI partnered with mental health. • Victims of violence are supported in court process through system navigation and referral processes. • More individuals and families receive early intervention and wraparound supports through community rounds or Risk Watch Table processes. • Women and children at immediate risk of violence are supported for short stays in Central and North Frontenac (safe house) until a shelter can be accessed.
Steps Needed	• Explore creation of a victim advocate/liaison program through police in partnership with other service providers to support victims of violence in navigating processes, referrals to other services, and the justice system that takes privacy legislation and procedures into account to support wraparound service. • Confirm and promote referral processes to community rounds and Risk Watch Table to encourage more connections. • Enhance inter-agency connections where needed (Land O' Lakes Violence Against Women Program, Interval House, Sexual Assault Centre Kingston, Family Health Team mental health rounds). • Establish and increase number of informal shelter beds available in rural Frontenac (Central, North) for women and children fleeing violence. • Consider establishment of formal shelter beds.

Action	**Children and youth are supported to grow up in their families, communities and cultures.**
Evaluation	• Increased number of after-school programs and youth centres in rural areas to support staying in community for activities. • Increased privacy-protective collaboration amongst community partners to provide wraparound supports for families and children in crisis. • Reduced instances of stress leave for teachers/school staff. • Increased numbers of youth encountering law accessing diversion/Intersections.
Outcomes	• Greater understanding amongst community partners of long-term impact of children being in the care of the state. • Early community partnerships cultivated to help prevent family crisis. • More students who have had encounters with the law supported through education and rehabilitation.

	• Wraparound supports between schools and community partners for children and families also improves support/safety for school staff.
Steps Needed	• Have skill trades program and ways to get students educated and rehabilitated (if they have had encounters with law). Create database of Frontenac employers who would be willing to work with students. The employers would also get supports. This could be for co-ops, jobs or volunteer hours - all pieces of what students need to graduate. • Advocacy for increased special education supports/funding. • Enhance community partnerships to continue to support and promote access to and available of existing early intervention programs.

Action	**Address root causes of violence against persons through education, training and trauma-informed approaches.**
Evaluation	• Increased trauma-informed care training opportunities offered to all sectors in region (partnership approach). • Increased workplace training for diversity, inclusion and cultural sensitivity. • Number of education programs delivered to address myths about sexual assault. • Decline in intimate partner violence statistics.
Outcomes	• Trauma-informed training and approaches incorporated into human services providing care to victims of violence. • Trauma-informed training and approaches incorporated into human services connected with perpetrators of violence in order to address root causes. • Education programs developed and delivered to address myths about sexual assault and generational stereotypes about violence in women/family relationships. • Increased diversity, inclusion and sensitivity protocols incorporated into workplaces across sectors (public, agencies/ organizations, schools, community groups, etc.).
Steps Needed	• Seek partnerships to assist with provision of identified trainings and education sharing. • Shelter beds available in rural Frontenac (Central, North) for women and children fleeing violence (e.g. safe house for short stays for women/children at immediate risk until shelter can be accessed).

3. Outcomes and Actions and Implementation

The legislation for Community Safety and Well-being plans indicates that once a municipal council has adopted its plan, it must be published according to regulations, and that the council "shall, in accordance with the regulations, if any, monitor, evaluate and report on the effect the plan is having, if any, on reducing the prioritized risk factors" (Police Services Act, 2018, c. 3, Sched. 1, s. 211 (6). It must also, according to the Act, provide the Solicitor General with information regarding the adoption and implementation of the plan and its outcomes.

As of April 2021, the only regulations in place pertaining to CSWB plans were the completion deadline and the publication requirement. Public consultation has reflected that community partners would like to work together to follow through on the actions in the plan, and a coordinated approach is most appropriate.

Implementation should include evidence-based programs and strategies to address those priority risk factors.

An Implementation Team will take over once the Community Safety and Well-being Plan is complete and has been presented to the Township Councils. It is this team that will finalize and prioritize the actions in the plan. The composition of the Implementation Team, reporting frequency, mechanism, and structure has not yet been determined.

Risks will be grouped into a themed approach for ease of implementation:

- **Rural Economic and Community Development**: Poverty, Income, Employment; Housing and Homelessness, Affordable Housing, Transportation, Indigenous Services, Geographic and Social Isolation**,** rural realities, service delivery, stigma/self-awareness, staff retention, equity of opportunity
- **Health, Mental Health and Addictions:** Health and well-being (basic needs, neglect, parenting, specialized supports); Mental Health and Addictions
- **Violence Against Persons:** against persons (physical, emotional, sexual, domestic)

In order to achieve the actions within the plan, it will be critical for all partners to ensure good communication between working groups and sectors in relation to the plan's activities, particularly to ensure goals are met in terms of regional objectives across a range of demographics and sectors.

The following is a summary of the themes, objectives, rationale and strategies upon which the implementation plan will be based:

Rural Economic and Community Development

Objective: Economic Development – sustainable and continued economic development; increased meaningful employment environment and opportunities for all residents of Frontenac County.
Rationale: Prosperity, economic health and equity.

Objective: Community Development – sustainable and continued community development; increased connection to service, support and social opportunities for all residents of Frontenac County.
Rationale: Social connection, community health and equity.

Action	**Create a regional employment plan that includes a cross-sectoral staff attraction, retention and development component.**
Action	**Create a rural poverty coalition to act collectively to break the cycle of poverty and health inequity.**
Action	**Develop a rural affordable housing and homelessness strategy (as proposed in 10-Year Housing and Homelessness Strategy).**
Action	**Continue the work started by the Child and Youth Planning Committee to move transportation and digital strategies forward.**
Action	**Support First Nation people in Frontenac County in efforts to be self-sustaining, to increase understanding of shared history and to support well-being and truth and reconciliation efforts.**
Action	**Serve the rural areas with a variety of program delivery methods to achieve health and service equity.**

Health, Mental Health and Substance Use

Objective: Enhance availability and access to health, mental health and substance use supports across the townships.
Rationale: Access to needed supports helps residents to live a healthy life and prevents risk.

Action	**Collaborate with partners to explore ways to increase presence throughout the region and to maximize existing resources and awareness of programs.**
Action	**Enhance or create training, education and communication plan for rural residents to increase awareness of dangers of substance use, tools to help with addictions and mental**

	health, and methods to reduce stigma about accessing help in a small, rural area.
Action	**Enhance programs, services and opportunities to reduce social isolation.**
Action	**Reduce wait times and improve access to specialized supports.**
Action	**Increased collaboration in privacy-protective formats to facilitate wraparound supports for individuals and families.**
Action	**Increase opportunities for a "social prescription" to support mental and physical wellness.**

Violence Against Persons (physical, emotional, sexual, domestic)

Objective: To prevent violence against persons across all demographics.
Rationale: Preventing violence reduces victimization and its consequences and increases health and well-being.

Action	**Enhance system navigation and community collaboration.**
Action	**Children and youth are supported to grow up in their families, communities and cultures.**
Action	**Address root causes of violence against persons through education, training and trauma-informed approaches.**

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Bhavana Varma, 2019, United Way.

David Herrington, 2019, South Frontenac Police Services Board

Kieran Moore, 2019, Kingston Frontenac Lennox and Addington Public Health Unit

Fran Smith, 2019, Central Frontenac

Kat Riley, 2019, City of Kingston

Appendix 1

Draft Implementation Plan
Community Safety and Well-being Plan
North, South, Central Frontenac and Frontenac Islands

This plan will best be implemented across all of Frontenac unless noted. North and Central do have some different needs than South and the Islands, and “north of the 401” and “north of 7” are common descriptors of the transition points.

This Implementation Plan will be finalized by the Implementation Committee after the adoption of the CSWB Plan by the Townships. It is meant to be dynamic, and the actions listed can change/grow/be modified as the implementation progresses. This is a starting point to Community Safety and Well-being.

With three Strategic Areas – **Rural and Economic Development; Health, Mental Health and Substance Use; and Violence Against Persons** – this implementation plan includes 19 strategic actions that will mitigate the risk to community safety and well-being. These actions are intended to be spread over five years and are prioritized by year for implementation. Where possible, a lead organization has been identified, along with partners willing to help in the work.

Rural and Economic Development

Poverty, Income, Employment, Housing and Homelessness, Affordable Housing, Transportation, Indigenous Services, Geographic and Social Isolation, Rural Realities, Service Delivery, Stigma/Self-awareness, Staff Retention, Equity of Opportunity

Economic Development

Objective: Economic Development – sustainable and continued economic development; increased meaningful employment environment and opportunities for all residents of Frontenac County.
Rationale: Prosperity, economic health and equity.

Strategic Actions	Priority in Year 1,3,5	Lead and Partners/Funding
1. Action: Create a regional employment plan.	**1**	**Lead: County Economic Development** **Partners**: Frontenac Business Services, employment agencies (St. Lawrence College), Connections, Townships. Consult Community Living, Pillar Financial Services, Sharbot Lake Business Group, Seed to Sausage and Deans Grocery Store, Lanark/ Leeds/Grenville employers or employment groups (CFDCs, eastern Ontario)
2. Action: Develop cross-sectoral rural staff retention plan.	**1**	**Lead: Maltby** **Partners**: municipalities, other service agencies, FCS, Resolve, Colleges – Kingston and Perth
3. Action: Advocate for increased human resources and incentives for sustainability/ consistency of personnel for mental health and substance use programs in under-served, rural areas.		**Lead: Implementation Committee**
4. Action: Create a rural poverty coalition to act collectively to break the cycle of poverty and health inequity.	**Launch in year 1 work in years 3-5**	**Lead: United Way, RFCS, SFCS** **Partners**: County, Family and Children's Services, First Nations, RFCS, Salvation Army Frontenac **Created for all; implemented North and South**

Community (and Social) Development

Objective: Community Development – sustainable and continued community development; increased connection to service, support and social opportunities for all residents of Frontenac County.
Rationale: Social connection, community health and equity.

Strategic Actions	Priority in Year 1,3,5	Lead and Partners/Funding
5. Action: Develop a rural affordable housing and homelessness strategy (as proposed in 10-Year Housing and Homelessness Strategy).	**1**	**Lead: Kingston and County** **Partners**: SFCS, Salvation Army Frontenac, current housing stock owners (Central Housing Corporation, North Frontenac Housing Corporation, Aboriginal Housing) Municipalities to ask for prioritization of the rural strategy
6. Action: Review Municipal policy and planning documents regionally, with eye to affordable (attainable) housing.	**May be underway**	**Lead: All Townships** North, Central, South Frontenac and Frontenac Islands
7. Action: Continue work started by the KFLA Children and Youth Services Planning Committee to move transportation and digital strategies forward.	**ongoing**	**Lead:** **Partners**: EORN, RFCCS, KF Public Library - digital strategies
8. Action: Support First Nation people in Frontenac County in efforts to be self-sustaining, to increase understanding of shared history and to support well-being and truth and reconciliation efforts.	**ongoing**	Ardoch Algonquin First Nation and the Shabot Obaadijiwan First Nation, municipalities, FCS (Keewayin); KCHS
9. Action: Serve the rural areas with a variety of program delivery methods to achieve health and service equity.		Current Network tables

Health, Mental Health and Substance Use

Health and well-being, Basic needs, Neglect, Parenting, Specialized supports, Mental Health, Substance Use

Objective: Enhance availability and access to health, mental health and substance use supports across the townships.
Rationale: Access to needed supports helps residents to live a healthy life and prevents risk.

Strategic Actions	Priority in Year 1,3,5	Lead and Partners/Funding
10. Action: Collaborate with partners to explore ways to increase presence throughout the region and to maximize existing resources and awareness of programs.	ongoing	**Lead: Implementation Committee** **Partners:** Current collaboratives – CYSPC, inter-agency groups, rounds; OHT
11. Action: Enhance or create training, education and communication plan for rural residents to increase awareness of dangers of substance use, tools to help with addictions and mental health, and methods to reduce stigma about accessing help in a small, rural area.		**Lead: Implementation Committee** **Partners:** Current collaboratives – CYSPC, inter-agency groups, rounds, OHT; Family Health Team; public health
12. Action: Increase and raise awareness of after-hours crisis services for addictions and mental health.		**Lead:** Implementation Committee Partners:
13. Action: Enhance programs, services and opportunities to reduce social isolation.		**Lead:** Implementation Committee **Partners:** Current collaboratives – CYSPC, inter-agency groups, rounds; OHT; Family Health Team; public health
14. Action: Reduce wait times and improve access to specialized supports (Since covid there are now wait lists for many mental health services **– this could be a crisis)**	Year 1	**Lead:** **Partners:**

15. Action: Increased collaboration in privacy-protective formats to facilitate wraparound supports for individuals and families.		**Lead:** Implementation Committee **Partners:** OHT; Risk Watch Table
16. Action: Increase opportunities for a “social prescription” to support mental and physical wellness.		**Lead:** Implementation Committee **Partners:** Family docs; rounds

Violence Against Persons

Physical, Emotional, Sexual, Domestic

Objective: To prevent violence against persons across all demographics.
Rationale: Preventing violence reduces victimization and its consequences and increases health and well-being.

Strategic Actions	Priority in Year 1,3,5	Lead and Partners/Funding
17. Action: Enhance system navigation and community collaboration; promotion of existing services.		**Lead:** **Partners:** Land O' Lakes VAW program – Ally staff in Frontenac, Interval House, SAC Kingston, link with Family Health Team mental health rounds, Interagency
18. Action: Support children and youth to grow up in their healthy families, communities and cultures.		**Lead:** Family and Children Services **Partners:** all
19. Action: Address root causes of violence against persons through education, training and trauma-informed approaches.		**Lead:** **Partners:** KFLA Public Health

Leadership of the Implementation Committee

Although a great deal of commitment has been shown at the strategic action level, work remains to be completed by the Advisory Committee members to determine some of the Implementation Team roles, including:

- Co-Chairs of the Implementation Team and team membership (e.g. Advisory Committee members)
- Central coordination for the whole plan
- Administration support for the plan
- Data coordination for the measurement and evaluation pieces
- Possible technical support (e.g. website to host information)
- Funding: E.g. for paid coordination if necessary, particular actions

REPORT TO COUNCIL

Office of the Chief Administrative Officer

AGENDA DATE: June 15, 2021

SUBJECT: CAO Performance Evaluation Committee

RECOMMENDATION:

THAT Council appoints Mayor Vandewal, Councillor _____ and Councillor _____ to a CAO performance review committee for 2021.

BACKGROUND:

In 2020, Council approved a modified CAO performance evaluation process based on the Canadian Association of Municipal Administrator (CAMA) CAO Performance Review Toolkit.

As part of that process, a CAO Performance Review Committee consisting of the Mayor, Councillor Revill and Councillor Leonard was assembled to undertake the review.

DISCUSSION/ANALYSIS:

The CAO's anniversary date with the Township is July 15th. With an employee's anniversary comes the requirement for a performance appraisal as per Township policy.

As was done last year, the annual Performance appraisal process for the CAO involves the following:

1. The CAO will release a short survey to the senior management team – (June 2021);

2. The CAO will complete a self-evaluation and submit a report on his goals and objectives to Council – (July 2021);

3. The CAO Review Committee will meet to conduct its own evaluation – (July 2021);

4. The CAO Review Committee will submit their evaluation to Council in a closed session for approval – (August, 2021);

5. The Committee or a representative from the Committee will review the appraisal with the CAO prior to goal setting for the following year (August, 2021).

For Committee members, the performance appraisal will involve review of 1) Senior staff survey results, 2) CAO self-evaluation, 3) CAO report on goals and objectives, and 4) assessment of performance under the following six (6) competency areas:

- Staff effectiveness & human resource management
- Operational expertise and planning, and quality assurance
- Initiative, risk-taking, vision, creativity and innovation
- Public engagement; interpersonal communications and media relations

- Budgeting & financial analysis
- Strategic planning

The process is not anticipated to require a great deal of time on the part of members and would be supported by the Human Resources and Legislative Compliance Officer.

FINANCIAL/STAFFING IMPLICATIONS:

None for the purposes of this report.

ATTACHMENTS:

None.

Submitted/Approved by:

Neil Carbone
Chief Administrative Officer

REPORT TO COUNCIL

TREASURY DEPARTMENT

AGENDA DATE: June 15th, 2021

SUBJECT: 2020 Project closures

RECOMMENDATION:

That Council approve the cancellation/closure of projects as listed in the staff report.

BACKGROUND:

At the December 8th meeting a 2020 capital budget status update was provided where some projects were identified with a cancelled status. Draft 2020 year end financials were also presented on May 4th where the capital listing also reflected projects identified to be cancelled.

At that time, staff indicated that a report would come forward in 2021 to formalize those cancellations.

ANALYSIS/DISCUSSION:

Below is the listing of projects identified to be cancelled which were part of the 2020 budget year including prior year carryovers.

Project #	Project Name	Budget Amount	Cancellation Reason
14-18	Bradshaw-Station 1 - Paving	$8,000	To be reassessed in future budget years
16-31	Latimer – Station 7 - Paving	$10,000	To be reassessed in future budget years
18-24	OPP Station – Generator	$180,000	To be considered with future project – new/joint facility
19-37	OPP Station – Asphalt Repairs	$10,000	Other repairs done instead of Capital Investment
19-43	Davidson Beach – Floating Dock	$10,000	Not being used as back up swim lesson location
19-50	Centennial/Gerald Ball Park-secure movable soccer nets	$5,000	No legislation changes
20-19	Electronic Sign- Sydenham Road & Keeley	$50,000	Assessment of location and types of electronic signs across Township
20-26	Town Hall – Charging Station for Electric Vehicles	$30,000	To be reviewed jointly with facility study and fleet considerations
20-48	Community Benefit Charge Strategy	$15,000	Not required based on legislation

One project, No. 16-19 Fermoy Hall Building Upgrades, was shown as cancelled in the 2020 COTW report pending the outcomes of the Recreation Master Plan, but has been kept in following 2021 budget deliberations and anticipated completion of the Rec Master Plan this Fall.

REPORT TO COUNCIL

TREASURY DEPARTMENT

STAFFING/FINANCIAL IMPLICATIONS:

If approved, the cancellation of these projects will result in funds being returned to their various reserve sources, to be re-budgeted in future years.

ATTACHMENTS:

- December 8, 2020 COTW Report – 2020 Capital Budget Status

Prepared by:

Louise Fragnito
Director of Corporate Services & Treasurer

Submitted/approved by:

Neil Carbone
Chief Administrative Officer

REPORT TO COMMITTEE OF THE WHOLE

TREASURY DEPARTMENT

AGENDA DATE: December 8th, 2020

SUBJECT: 2020 Capital Budget Status

RECOMMENDATION:

This report is for information

BACKGROUND:

Attached is the 2020 Capital budget listing of all projects including any prior year carryovers.

The report provides updated actuals to November 20th and any budget variances.

A year-end status column is also included to provide an update on the project and whether it is anticipated to be completed or carried over, or in some circumstances, proposed to be cancelled as of the end of the year (to be approved by Council when the capital budget is approved in January).

This status is based on the physical work being completed regardless of the timing of receiving invoices on the project.

ATTACHMENTS:

- 2021 Capital Budget update

Prepared by:
Louise Fragnito
Director of Corporate Services & Treasurer

Submitted/approved by:
Neil Carbone
Chief Administrative Officer

2020 CAPITAL BUDGET

	Project Number	PROJECT YEAR(S)	TOTAL PROJECT	2020 REVISED BUDGET (with carryovers)	Actuals to Nov 20th	Variance	Year end status	Comments
GENERAL GOVERNMENT								
Corporate Services								
Carryovers								
Server Upgrade	19-04	2019	27,000	27,000	0	-27,000	Carryover	
Asset Management Software & Document Update	19-06	2019	72,500	72,500	0	-72,500	Carryover	
New Projects								
Council Projectors	20-01	2020	7,500	7,500	7,517	17	Completed	
Budgeting software incl reporting, self serve and metrics	20-02	2020	50,000	50,000	0	-50,000	Carryover	Implementation Q1 2021
Town Hall - Upgrade Electronic Sign	20-03	2020	45,000	45,000	0	-45,000	Carryover	Waiting for branding
Branding Strategy and Implementation	20-04	2020/21	40,000	25,000	9,235	-15,765	Carryover	
Service Delivery Review	20-05	2020	50,000	204,581	204,581	0	Completed	
Verona Land Purchase	19-62	2019/20			290,331	290,331	Completed	
Total - Corporate Services			192,500	431,581	511,663	-210,249		
PROTECTIVE SERVICES								
Building								
New Projects								
Inspection Truck - convert to SUV (replace 2011 Chev Colorado 152,000 kms)	20-06	2020	50,000	50,000	47,062	-2,938	Completed	
Deputy CBO SUV	20-49	2020			45,460	45,460	Completed	
Planning/Building Software & Support	20-07	2020/21	340,416	275,416	243,264	-32,152	Carryover	
Sub-total			390,416	325,416	335,786	10,370		
Fire								
Carryovers								
SCBA	18-03	2018	0	0	-4,780	-4,780	Completed	
Tanker 331 replacement (1994)	19-08	2019	391,845	391,845	148,653	-243,192	Carryover	Purchase typically overlaps 2 years
Firehall Study	19-12	2019	15,000	15,000	0	-15,000	Carryover	Postponed until Service delivery review was complete

2020 CAPITAL BUDGET

	Project Number	PROJECT YEAR(S)	TOTAL PROJECT	2020 REVISED BUDGET (with carryovers)	Actuals to Nov 20th	Variance	Year end status	Comments
New Projects								
SUV - Assistant Fire Chief	20-08	2020	48,000	48,000	48,917	917	Completed	
Volunteer Firefighters - Standardized Uniforms & Safety Boots (125)	20-09	2020	63,000	63,000	0	-63,000	Carryover	
Radio Repeaters - 1st Run Pumpers (8)	20-10		28,800	28,800	26,937	-1,863	Completed	
Bunker Gear (10)	20-11	2020	25,000	25,000	25,186	186	Completed	
Hoses and Appliances - Replacement	20-12	2020	18,000	18,000	17,117	-883	Completed	
Forceable Entry - Training Prop	20-13	2020	10,000	10,000	7,937	-2,063	Completed	
Drone - DJI Enterprise	20-14	2020	7,200	7,200	5,282	-1,918	Completed	
Breathing Apparatus Bench Tester	20-15	2020	12,000	12,000	0	-12,000		
Sub-total			212,000	618,845	275,249	-338,815		
Total - Protection Services			602,416	944,261	611,036	-328,445		
TRANSPORTATION DEPARTMENT								
Carryovers								
Storrington Pit Fencing	19-17	2019	40,000	40,000	0	-40,000	Carryover	
Hartington Fuel System - Addition of gas for PW & Fire	19-19	2019	40,000	39,767	0	-39,767	Carryover	
1 Ton Truck - Truck for parks - replace F55-3 Ton (2013 with 210,000 kms)	19-21	2019	100,000	100,000	99,861	-139	Completed	
New Projects								
New Truck/SUV - replace Truck 13-56	20-16	2020	40,000	40,000	37,745	-2,255	Completed	
3/4 Ton Truck - replace Truck 12-52	20-17	2020	65,000	65,000	47,149	-17,851	Completed	
Tandem Truck - Replace Tandem 01-14	20-18	2020	290,000	290,000	281,483	-8,517	Completed	
Tag Along Trailer	20-50	2020	50,000	50,000	40,773	-9,227	Completed	
Electronic Sign - Sydenham Road & Keeley	20-19	2020	50,000	50,000	0	-50,000	Cancelled	
Streetlights - (includes 18-17/19-14)	20-20	2018-2029	370,000	63,662	7,907	-55,755	Carryover	Listing of streetlights includes: Opinicon & Perth Road, Hidden Valley & Perth Road, Wilmer & Perth Road and Battersea Road & Frontenac/McGarvey Road
Linear Asset Construction-Villages/Local Roads/Arterial Roads (separate Listing)			10,420,800	8,877,485	6,318,135	-2,559,350		
Total			11,285,800	9,615,914	6,833,053	-2,782,861		

2020 CAPITAL BUDGET

	Project Number	PROJECT YEAR(S)	TOTAL PROJECT	2020 REVISED BUDGET (with carryovers)	Actuals to Nov 20th	Variance	Year end status	Comments
SYDENHAM WATER								
Carryovers								
Water Hauling Station & Mill Pond Drinking Station	18-18	2018	55,000	94,267	2,044	-92,223	Carryover	
New Projects								
Mechanical, instrumentation and eletrical upgrades (Utilites Kington recommended)	20-23	2020	50,000	50,000	0	-50,000	Carryover	
Total			50,000	144,267	2,044	-142,223		
ENVIRONMENTAL SERVICES								
Sanitation-Disposal								
Carryovers								
Loughborough Waste Site - Ground Penetrating radar - Required for MOE approval	19-25	2019	45,000	6,400	0	-6,400	Carryover	COVID Delay - waiting for follow up with MOE
New Projects								
Salem WDS- Vegetation & Benthic Monitoring	20-24	2020	8,500	8,500	0	-8,500	Carryover	
Green Bay WDS - Additional Monitoring Wells	20-25	2020	20,000	20,000	0	-20,000	Carryover	
Sub-total			73,500	34,900	0	-34,900		
Total			123,500	179,167	2,044	-177,123		
TOWNSHIP FACILITIES MANAGEMENT								
Carryovers								
Bradshaw - station 1-paving (per study)	14-18		8,000	8,000	0	-8,000	Cancelled	
Paving - station 7 - Latimer	16-31		10,000	10,000	0	-10,000	Cancelled	
Keeley Admin Office - renovations	17-08			0	1,771	1,771	Completed	
Energy Retrofits	18-23	2018-2020	75,000	19,323	7,265	-12,058	Carryover	Council chamber and main floor
Hartington Sand/Salt Storage Building - Replace building cover	19-30	2019	100,000	100,000	106,179	6,179	Completed	
Sydenham Library - Replace plastic fencing on roof	19-31	2019	5,000	5,000	0	-5,000	Carryover	
Town Hall - air conditioning in server room	19-32	2019	15,000	15,000	0	-15,000	Completed	
Town Hall - Main Floor washroom upgrades	19-34	2019	5,000	5,000	0	-5,000	Carryover	
Verona Medical Centre - roof shingles	19-35	2019	15,000	14,412	14,861	449	Completed	
Verona Medical Centre - Stretcher accessibility	19-36	2019	15,000	13,741	0	-13,741	Carryover	Completion May 2021
OPP Station - Asphalt repairs	19-37	2019	10,000	10,000	0	-10,000	Cancelled	Other repairs done instead of capital investment

2020 CAPITAL BUDGET

	Project Number	PROJECT YEAR(S)	TOTAL PROJECT	2020 REVISED BUDGET (with carryovers)	Actuals to Nov 20th	Variance	Year end status	Comments
OPP Station - Generator	18-24	2018-19	180,000	180,000	0	-180,000	Cancelled	Combined with future project - joint facility
Burridge Station 2 - Lighting retrofit	19-38	2019	10,000	5,029	1,729	-3,300	Completed	
Sunbury - Station 8 - Front Step	19-39	2019	5,000	5,000	3,687	-1,313	Completed	
Sydenham - Station 5 - Front Eavesthrough/ asbestos tile removal and replacement	19-40		8,500	8,500	0	-8,500	Carryover	
Old Station 6 - Decommissioning	19-41		25,000	15,809	14,406	-1,403	Completed	
New Projects								
Townhall - Charging Station for Electric Vehicles	20-26	2020	30,000	30,000	0	-30,000	Cancelled	To be reviewed jointly with facility study
Townhall - Accessible Entrance Ramp & Front Step	20-27	2019-20	125,000	115,000	0	-115,000	Carryover	
Townhall - Lower Floor renovations/reconfiguration & furnace	20-28	2020	50,000	50,000	40,152	-9,848	Completed	
Verona Medical Clinic - Design 2nd floor accessible entrance	20-29	2020	5,000	5,000	0	-5,000	Carryover	Design under way
Glendower Hall- Gravel Parking Lot Extension	20-30	2020	15,000	15,000	0	-15,000	Completed	
Keeley Admin Office - Window Replacement	20-31	2020	12,000	12,000	0	-12,000	Carryover	On order, delivery 2021
Radon Abatement - various facilities	20-32	2020	100,000	100,000	6,665	-93,335	Completed	
Verona Fire Hall - Repairs to Septic System	20-33	2020	17,000	17,000	15,273	-1,727	Completed	
Keeley Road Garage - Communications tower relocation	19-29	2019	50,000	50,000	5,867	-44,133	Carryover	
Keeley Road Improvements (including office/washroom/lunchroom upgrades)	19-27	2019-2020	450,000	445,507	287,333	-158,174	Carryover	
Battersea Land Acquisition	20-51				55,852	55,852	Completed	
Total			854,000	1,254,321	561,039	-693,282		

RECREATION

Carryovers

Recreation buildings - re-keying	14-39			2,087	0	-2,087	Completed	
Facility Signage	15-33			36,612	2,436	-34,176	Completed	
Fermoy Hall - Building Upgrades -Structural Integrity - Walls/Chimney/Foundation	16-39			59,009	0	-59,009	Cancelled	Wait for recreation master plan outcome
Storrington centre-washrooms/septic/parking lot retroffitting	17-22			25,563	0	-25,563	Completed	
Boat Launch Upgrades - Various	18-34			8,458	13,610	5,152	Completed	
Gilmour Point-Washrooms	18-37			261,771	265,830	4,059	Completed	

2020 CAPITAL BUDGET

	Project Number	PROJECT YEAR(S)	TOTAL PROJECT	2020 REVISED BUDGET (with carryovers)	Actuals to Nov 20th	Variance	Year end status	Comments
Wilmer Ball Park - Pump/Storage Building Wall Repair	18-43			6,000	6,253	253	Completed	
Davidson Beach - Floating Dock (swimming lessons back up location)	19-43			10,000	0	-10,000	Cancelled	
Glendower Hall - Painting, misc repairs	19-44			10,000	12,776	2,776	Completed	
Sydenham Point - Bunker roof replacement	19-46			20,000	11,449	-8,551	Completed	
Sydenham Point - Multi-purpose pad work incl painitng, basketball/tennis posts/netting	19-47			25,000	21,322	-3,678	Completed	
Wilmer Ball Park - foundation repairs pumphouse building	19-49			6,000	0	-6,000	Carryover	Additional amount requested under 2021 Capital Budget
Centennial Park & Gerald Ball Park - securing movable soccer nets	19-50			5,000	0	-5,000	Cancelled	No legislation changes
Harris Park - painting, trim work & decommissioning outbuilding	19-51			12,236	1,221	-11,015	Completed	
Centennial - Dog Park - walkway	19-52			4,349	0	-4,349	Completed	
Storrington Centre - Design work for hall expansion	19-54			50,000	0	-50,000	Carryover	
Gerald Ball Park - Playground structure near soccer field	19-56			35,000	17,434	-17,566	Carryover	Fencing around structure pending
Boat Launch Fencing	19-58			5,000	0	-5,000	Carryover	
New Projects								
Centennial Park - Multi-purpose Lanes	20-35	2020	142,464	142,464	3,114	-139,350	Carryover	
Centennial Park - Resurface & Paint - Pickle Ball & Tennis Courts	20-36	2020	40,000	45,957	54,849	8,892	Completed	Donation of $6,000 received
Gerald Ball Park - Resurface & Paint - Pickle Ball & Tennis Courts (includes 18-45)	19-55	2019-2020	40,000	51,530	54,849	3,319	Completed	Donation of $6,000 received
Point Park - Paint - Pickle Ball	20-38	2020	10,000	10,000	12,720	2,720	Completed	
Point Park - Pedestrian Access to Tennis Court & Pickle Ball	20-39	2020	25,000	25,000	0	-25,000	Carryover	
Point Park - Additional Dock for paddle sports	20-40	2020	6,000	6,000	4,291	-1,709	Carryover	
Davidson Beach - Access Road to swim area	20-41	2020	50,000	50,000	0	-50,000	Carryover	
Inverary Ball Park - Field Lighting Requirements	20-42	2020	6,000	6,000	0	-6,000	Completed	
Playground Rubberized Surfaces & Equipment - various sites	20-43	2020	40,000	40,000	15,259	-24,741	Carryover	
Bowes/Centennial/Point Ball Diamonds- Design of accessible washrooms	20-44	2020	5,000	5,000	0	-5,000	Carryover	Design in progress

2020 CAPITAL BUDGET

	Project Number	PROJECT YEAR(S)	TOTAL PROJECT	2020 REVISED BUDGET (with carryovers)	Actuals to Nov 20th	Variance	Year end status	Comments
Bowes/Centennial/Inverary/Point Ball Diamonds-Lighting key switches & timers - Safety concern	20-45	2020	10,000	10,000	0	-10,000	Carryover	Additional amount requested under 2021 Capital Budget
Boat Launch Upgrades - Shipyards	20-46	2019-20	30,000	25,000	16,728	-8,272	Carryover	
Recreation Master Plan	20-47	2020	58,545	58,545	0	-58,545	Carryover	
Total - Recreation			463,009	1,057,580	514,141	-543,439		
PLANNING								
Carryovers								
Growth Management Study	19-59	2019	50,000	50,000	9,669	-40,331	Completed	
New Projects								
Official Plan	19-60	2019-2021	176,000	145,232	0	-145,232	Carryover	
Community Benefit Charge Strategy	20-48	2020	15,000	15,000	0	-15,000	Cancelled	
Total - Planning			241,000	210,232	9,669	-200,563		
TOTALS			**13,762,225**	**13,693,056**	**9,042,644**	**-4,935,963**		

Item on hold - requiring follow up report to Council for release

Linear Asset Construction Schedule

	Carryover Projects		Project Year(s)	Total Project	2020 Budget	Actuals to Nov 20th	Variance	
19-23	Upgrading intersections		2019		0	5,831	5,831	Completed
17-R06	Green Bay Bridge		2017	275,133	0	74,481	74,481	Completed
17-R08	Bridge replacement study		2017/18		0	20,244	20,244	Completed
17-R10	Bedford Road		2017		0	3,130	3,130	Completed
18-R03	Desert Lake Causeway		2018	501,018	56,314	80,081	23,767	Completed
18-R04	Petworth Culvert		2018	301,384	286,919	250,798	-36,121	Completed
18-R05	Sydenham Dam Bridge		2018		0	679	679	Completed
18-R13	Masonville Road		2018	50,000	31,835	0	-31,835	Cancelled
19-R02	Devils Saddle Culvert		2019	425,000	24,794	29,398	4,604	Completed
19-R08	Scanlan Road		2019		0	7,614	7,614	Completed
19-R13	Perth Road Intersection	Design work - @ Northway Hardware	2019	50,000	45,843	7,601	-38,242	Carryover
19-R14	Perth Road Preservation		2019	620,000	620,000	563,773	-56,227	Carryover
	Contingency		2019	425,000	255,639		-255,639	
	New Projects							
19-16/20-21	Guide Rail - Upgrades	2019 carryover and 2020	2019-2029	550,000	100,000	100,259	259	Completed
19-63	Village Revitalization		2020	50,000	50,000	49,636	-364	Completed
20-R01	Buck Bay Road Bridge	Replace and widen for two lanes	2020	550,000	550,000	0	-550,000	Carryover
20-R02	Bunker Hill Road Bridge	Removal, Close Road at Structure	2020	110,000	110,000	14,392	-95,608	Carryover
18-R14	Carrying Place Road	Complete Ditching and Surface Road, End to Fire Hall	2018 - 2020	867,300	232,411	165,854	-66,557	Carryover
18-R15/20-R03	Deyos Road	Complete Ditching	2020 - 2021	400,000	193,710	86,443	-107,267	Carryover
19-R05	Fish Creek Road Bridge	Design 2019 - 2020, Replace 2020	2019-2020	820,000	816,957	37,232	-779,725	Carryover
20-R04	Hinchinbrooke Road	Design in 2020, Relocate Poles, Complete 2021	2020 - 2021	846,200	440,000	64,111	-375,889	Carryover
20-R05	Hinchinbrooke Road Culvert	Replace 2020	2020	345,000	345,000	5,210	-339,790	Completed
20-R06	Northshore Road	Reconstruction from North Shore Crescent to Leland Rd	2020	660,000	660,000	1,096,515	436,515	Completed - 70k of overage paid by Developer contribution
20-R07	Perth Road at Buck Lake - Design	Design for culvert replacement, Widen, Boat Launch	2020	50,000	50,000	438	-49,562	Carryover
20-R08	Petworth Road	Kerr Road to Road 38, Reconstruction	2020	660,000	660,000	628,201	-31,799	Completed
20-R09	Road 38 at Portland WDS	Mill asphalt, Profile surface, Pave with Fibres	2020	86,000	86,000	87,608	1,608	Completed
19-R03	Sunbury Village	Start 2019, Complete July 2020	2019 - 2020	2,115,600	1,957,255	1,817,116	-140,139	Completed
17-R02/20-R10	Stars Corner/Yarker Road and Wilton Road	Design	2020 - 2021	705,800	75,808	8,889	-66,919	Carryover
20-R11	Hard Surface Preservation*	Various Roads	2020	1,129,000	1,129,000	1,012,601	-116,399	Completed
	Arterial Reserve		2019-2022	1,100,000	100,000	100,000	0	
	Total			**10,444,900**	**8,877,485**	**6,318,135**	**-2,559,350**	

*** Hard Surface Preservation**

Microsurfacing	Road 38
Single Surface treatments/seal coats	Snyder, Steeles, Buck Bay, Bob's Lake, Gould, Bedford, Railton, Copper Kettle, Old Boy, Lake Side Road

REPORT TO COUNCIL

DEVELOPMENT SERVICES

Zoning By-law Amendment

Agenda Date:	June 15, 2021
Report Date:	June 10, 2021
Application No:	Z-21-03
Owners:	Kevin Kapler and Rebecca Luce-Kapler
Location of Property:	4826 North Shore Road, Loughborough District
Purpose of Application:	Rezone from Limited Service Residential - Waterfront (RLSW) to Limited Service Residential - Waterfront – Special Provision (RLSW-59) and to Residential Waterfront (RW)
Date of Public Meeting:	June 1, 2021 (Virtual Public Meeting)

Recommendation

THAT By-law 2021-33 to amend the zoning for two separate portions from Limited Service Residential – Waterfront (RLSW) to Limited Service Residential – Waterfront – Special Provision (RLSW-59) and from Limited Service Residential to Residential Waterfront (RW) of 4826 North Shore Road, Part Lot 21, Concession 6, being Part 1 on Plan 13R16168, District of Loughborough, Township of South Frontenac **be passed.**

Proposal

An application has been submitted to amend Zoning By-law No. 2003-75 to rezone the subject lands from Limited Service Residential - Waterfront (RLSW) to Limited Service Residential - Waterfront - Special Provision (RLSW-59) and Residential Waterfront (RW).

By-law 2021-33 is listed on the Council agenda under By-laws.

Background

The subject property (municipally known as 4826 North Shore Road) is subject to consent application S-03-21-L for a lot addition to a property municipally known as 1036 Brittara Lane. Provisional approval of this application was granted subject to conditions on April 9, 2021. Condition 9 requires the severed parcel to be rezoned so that the lands will have the same zone as the parcel receiving the subject lands.

In the case of a lot addition severance, it is good planning practice to ensure the enlarged parcel has one consistent zoning that applies to the whole property The RLSW-59 zone applies to the lot that is being enlarged. The lands that are being added through the lot addition severance are also proposed to be zoned RLSW-59 to have one consistent zone on the enlarged parcel once the severance is finalized.

Through the review of the consent application, staff determined that the retained parcel should also be rezoned. The retained parcel is zoned RLSW. However, it should be zoned Waterfront Residential (RW) since the property has frontage on, and is accessed from, a public road. This rezoning proposes to change the zoning on both the severed and retained parcels relating to consent application S-03-21-L.

REPORT TO COUNCIL

DEVELOPMENT SERVICES

Public Meeting

A virtual public meeting was held under the *Planning Act* on June 1, 2021. No comments were received from Council or members of the public.

Summary

A comprehensive report reviewing this zoning by-law amendment against the policies of the Provincial Policy Statement 2020, the County of Frontenac Official Plan and the South Frontenac Official Plan was provided to Council in advance of the June 1, 2021, public meeting.

As this rezoning is consistent and conforms to the Provincial Policy Statement 2020, the County of Frontenac Official Plan, and the South Frontenac Official Plan, and represents good planning for the subject property, it is recommended Council approve this application by **passing** By-law 2021-33.

Prepared by: Anna Geladi, Planner

Reviewed by: Christine Woods, MCIP, RPP, Senior Planner

Submitted/approved: Claire Dodds, MCIP, RPP, Director of Development Services

Approved by: Neil Carbone, CAO

Date of Site Visit: March 10, 2021

REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT

AGENDA DATE: June 15, 2021

REPORT DATE: June 10, 2021

SUBJECT: Heritage Designation: 3981 Harrowsmith Road - The Stewart House

RECOMMENDATION

1) That Council receive the Statement of Cultural Heritage Value and Designation of Heritage Attributes for 3981 Harrowsmith Road - The Stewart House, and that this Statement be used as the basis for staff to prepare the Notice of Designation and Designation by-law for the property; and

2) That Council approve a by-law designating 3981 Harrowsmith Road under Part IV of the Ontario Heritage Act and THAT By-law 2021-34 to designate a property located at 3981 Harrowsmith Road also known as The Stewart House, Township of South Frontenac **be passed**.

3) That Council direct staff to serve a Notice of Designation for the property located at 3981 Harrowsmith Road being called The Stewart House, as a property of cultural heritage value or interest pursuant to Part IV of the *Ontario Heritage Act, R.S.O. 1990, c. O.18,*; and carry out the requirements as prescribed under Section 29(6) of the *Ontario Heritage Act*.

BACKGROUND

An application to designate a property located at 3981 Harrowsmith Road under Part IV of the Heritage Act was submitted by the property owner and received by Township Staff on March 21, 2021.

The application was brought to Heritage Committee for review on April 1, 2021. At the April 1, 2021 Heritage Committee Meeting, Heritage Committee members passed a motion in which the Heritage Committee recommends Council initiate the process to designate the property located at 3981 Harrowsmith Rd, under section 29 of the Ontario Heritage Act, R.S.O 1990.

At the April 20, 2021 Council meeting, staff were directed to serve a notice of intention to designate the property located at 3981 Harrowsmith Road. The Notice of Intention to Designate was served by the Clerk to the property owner(s) and the Ontario Heritage Trust and was published in a newspaper, having general circulation in the municipality, pursuant to Section 29 of the Ontario Heritage Act. The notice remained on the website for the duration of 30 days.

Staff are bringing back the Designation By-law as the objection period for the notice of intention to designate has passed and no objections were received. The Owner of 3981 Harrowsmith Road requested the designation, and has no objection to the designation by-law and designation under Part IV of the *Ontario Heritage Act.*

DISCUSSION

Section 29 of the *Ontario Heritage Act* gives permission to the Council of a Municipality to enact by-laws to designate individual properties, including buildings and structures, to be of cultural heritage value or interest.

REPORT TO COUNCIL

DEVELOPMENT SERVICES DEPARTMENT

The purpose of this report is to recommend to Council that the property located at 3981 Harrowsmith Road (The Stewart House) be recognized as a property of cultural heritage value and be designated under Part IV of the Ontario Heritage Act, R.S.O. 1990, c. O.18.

A comprehensive report reviewing this property and its merits for designation against Ontario Regulation 9/06 for designation was provided to Council on April 20, 2021 and in advance of the June 15, 2021 Council meeting. Attachment 1 – Heritage Designation Statement of Cultural Heritage Value provides information outlining the reasons for designating the Stewart House as a property of cultural heritage value. Photographs of the subject property are included in the Statement of Cultural Heritage Value.

As this designation meets the criteria under O. Reg 9/06 and no objections have been received, it is recommended Council approve this application by passing By-law 2021-34 and direct staff to serve a Notice of Designation under Section 29 of the Ontario Heritage Act for 3981 Harrowsmith Road, known as the Stewart House. (Attachment 2 - Notice of Designation).

By-law 2021-34 is listed on the Council agenda under By-laws.

Conclusion

Both the South Frontenac Heritage Committee and Township staff are satisfied that the Stewart House, municipally known as 3981 Harrowsmith Road, meets the provincial criteria for assessing cultural heritage resources as set out in Ontario Regulation 9/06 and request Council to provide direction to staff to proceed with passing By-law 2021-34 and serving Notice of Designate the property under the Ontario Heritage Act.

FINANCIAL/STAFFING IMPLICATIONS:

Not Applicable

ATTACHMENTS:

Attachment 1: Heritage Designation Statement of Cultural Heritage Value

Attachment 2: Notice to Designate a Property under Ontario Heritage Act

Prepared by: Anna Geladi, Planner

Submitted/approved by: Claire Dodds, MCIP, RPP, Director of Development Services

Approved by: Neil Carbone, CAO

TOWNSHIP OF SOUTH FRONTENAC
4432 George St, Box 100
Sydenham ON, K0H 2T0
613-376-3027 Ext 2222 or 1-800-559-5862
amaddocks@southfrontenac.net

Notice of Intention to Pass a By-Law to Designate
Stewart House at 3981 Harrowsmith Road
To be of Cultural Heritage Value and Interest Pursuant to the Provisions of the Ontario Heritage Act (R.S.O 1990, Chapter 0.18)

Take Notice that the Council of the Township of South Frontenac intends to pass a by-law under Section 29, Part IV of the Ontario Heritage Act, R.S.O. 1990, Chapter 0.18, to designate the following property to be of cultural heritage value and interest:

Description of Property: 3981 Harrowsmith Road (Part Lots 1 to 4, Block A, Plan 57, District of Portland, Township of South Frontenac, County of Frontenac), known as The Stewart House.

Short Statement of Cultural Heritage Value or Interest

The property being called the Stewart House, includes a good example of a mid-19th century Georgian influenced stone dwelling, including its symmetrical front façade with gable roof, rough-hewn, regularly coursed, squared limestone and three bay windows. The corners of the house have raised ashlar quoins. On the east side of the stone house, a limestone one and a half story carriage house abuts at a right angle to the main house at the back corner featuring a later addition of machine lath versus the hand riven lath of the main house. The two-storey dwelling, built c.1846, has direct association with former owners Samuel and Isabella Stewart, prominent figures in the former Township of Portland. Samuel Stuart was Reeve of Portland Township in the later half of 1850's and also a Postmaster. Together Samuel and his daughter Isabella operated the general store. The Stewart House contributes to the heritage character of Harrowsmith Road as it is one of the many stone houses remaining in former Portland village.

Description of Heritage Attributes
Cultural Heritage Attributes associated with the property include:

- Stonework for the main house and carriage house
- Windows
- Exterior Doors
- Fascia & Soffit
- Attic Trusses and Framework

Additional Information, including a full description of the reasons for designation is available upon request from Anna Geladi, Planner, Development Services at 613-376-3027, extension 2350 or at heritage@southfrontenac.net during regular business hours.

Any notice of objection to the Intention to Designate the property at 3981 Harrowsmith Road must be submitted in writing, include the reason(s) for objection(s), all relevant facts, to Angela Maddocks, Clerk by end of business on **Monday June 7, 2021.** Should no objection be received, the designation bylaw will be presented to Council on June 15, 2021, and a decision on the passing of the designation bylaw will be made.

Dated at the Township of South Frontenac — Angela Maddocks

This 6th day of May, 2021 — Township Clerk

Heritage Designation Statement of Cultural Heritage Value or Interest
3981 Harrowsmith Road "The Stewart House"

The subject property has been researched and evaluated in order to determine its cultural heritage significance under Ontario Regulation 9/06 of the *Ontario Heritage Act* R.S.O. 1990. A property is eligible for designation if it has physical, historical, associative or contextual value and meets at least one of the nine criteria set out under Regulation 9/06 of the Act. Staff have determined that 3981 Harrowsmith Road, also known as the Stewart House, has cultural heritage value or interest and merits designation under the *Ontario Heritage Act.*

Design or Physical Value

3981 Harrowsmith Road is a representative example of a two and a half story stone dwelling with an attached one and a half story stone carriage house. This imposing limestone house sits prominently on the streetscape of Harrowsmith near the main intersection of the Village Constructed circa 1846, it is representative of a housing type that was popular in area in the mid nineteenth century. This mid-19th century Georgian influenced stone dwelling, includes a symmetrical front façade with gable roof, rough-hewn, regularly coursed, squared limestone and three bay windows. The stonework is coursed rough ashlar on all four sides of both the main stone dwelling and the stone carriage house. The facades of both buildings is one colour of stone, while the remaining three sides have alternating courses of darker and lighter stone, a style that is unique to Harrowmith and Portland Township. There are a number of similar executions in this style in the vicinity, however the Stewart House is the largest and best proportioned.

Photo of 3981 Harrowsmith Road 1

Description of the Exterior Elements of the Stone House

The two storey house has a gable roof with a stone chimney at each gable end. A gable is a triangular section of wall at the end of a pitched roof. A soffit and facia terminates the roofline.

Front Facade of Stone House

The main facade of the building consists of rough-hewn, regularly coursed square limestone walls. It has three bays, with the main entrance in the central bay. The main entrance is attached to a crosspiece separating the door from the window above. The windows over the cross piece, also known as the transom light, have four vertically divided panes. The solid main door has two conforming vertical raised panels.
An existing 19th century photograph (circa 1880s) of the house indicates that the original windows were casements.

The window openings are large, with a one over one glazing pattern, double sash. The windows are separated by a vertical moulding. The window openings, and the front door recess, are topped by voussoirs of a distinctly different colour of limestone than that of the main body of the house. Voussiours the wedge-shaped stones used in constructing an arch. The side elevations have two bays with similar window placement and description to those on the front facade. The attic storey is signified by quarter round windows on either side of the interior chimney flue.

Central Bay of Stone House

Windows and Attic Storey of Stone House

Ashlar Quoins of Stone House

All corners of the house have smooth pronounced raised ashlar "quoins". Quoins are masonry blocks typically located at the corner of a wall. The side elevations have a distinctly different masonry units, or coursing, than that of the front elevation. The side elevations depict the ashlar courses are wide then narrow. The wide courses (masonry units) are a lighter coloured limestone, and the narrow courses are of darker coloured limestone. The treatment of the courses results in a horizon striped "pattern". There are other buildings in the surrounding area with this similar distinctive "striped pattern" of ashlar coursing. It was likely a trademark of a particular stone Mason/Builder. One can speculate that stone was brought from two different quarries.

Description of the Exterior Elements of the Carriage House

On the east side of the house, a limestone one-and-one half storey "carriage house" abuts at a right angle to the main house at the back corner. The manner by which this structure connects to the house indicates that it was a later addition. A wide, plain soffit and fascia terminates the roofline with a stone chimney at the west gable end.

Carriage House

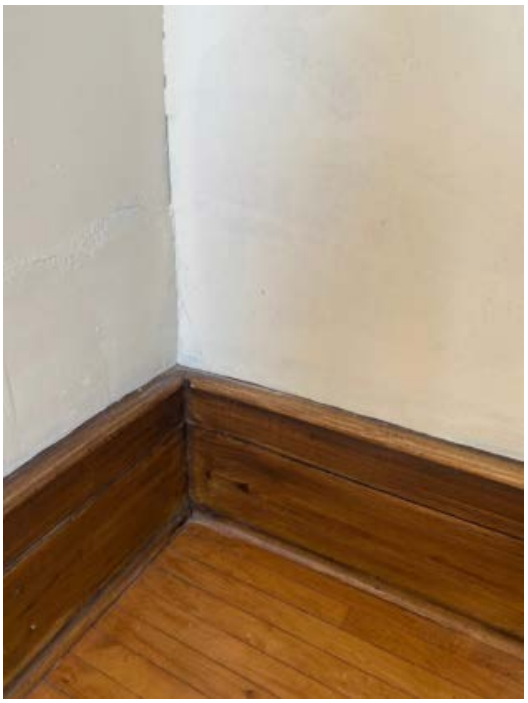
Carriage House Front Facade

The north elevation (façade) of the carriage house is constructed of a similar style to the main house with rough-hewn, regularly coursed, squared limestone. The remaining side elevations are identical to the side elevations of the main house with alternating courses of light and dark, narrow and wide, limestone. The principal fenestration of the building are the large central doors for carriages on both the north and south elevations. Smaller doors, at the west end of the façade as well as the west side, are recessed in a similar manner to the doors of the main house. The windows of this building are sash, the large window on west side is a remaining original window to this building. The window openings and door recess are similar to the main house and topped by voussoirs of a distinctly different colour of limestone.

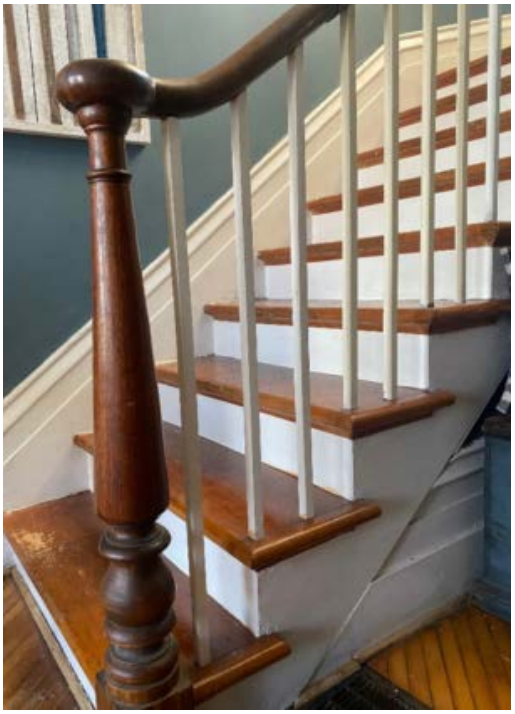
Description of the Interior Elements of the House

The interiors contains elements of period joinery that are unique to the Harrowsmith area such as doors with two panels (rather than the more common four or six panels). The window returns of the main house have panels that match the moulding profile of the doors. The millwork in the main house is of three distinct styles, increasing in size and detail to correspond with the use of the room. The main house contains a central staircase with railings of turned butternut and walnut balusters.

Millwork. Window Return (above) and Door (below)



Millwork (above) and Staircase (below)



Attic Details

The attic of the main house has two trusses with large hand-hewn beams that divide the attic space into thirds at waist height. These trusses bear the weight of the rafters. The carriage house is constructed in a similar manner. The rafters of both buildings are small trees, some still bearing their bark, squared on one side. Similarly, the cross beams in the cellar of the main house are large trees, squared on one side.

Historical / Associative Value

3981 Harrowsmith Road, the Stewart House, has good historical and associative value as an upper-middle class house in Harrowsmith from the mid nineteenth century. Built in 1846, it was constructed as part of the building boom from this period. The Stewarts lived in the stone building and were a prominent family in the Portland Area. Samuel was a village merchant and had significant land holdings. He severed a number of terms as Mayor of Portland in the latter half of the 1850's. He also operated a general store (the stone building on the corner of Harrowsmith Road), was the postmaster for the village and owned a number of farms. When Samuel died, his daughter Isabella Stewart continued to operate the store until 1922. The Stewart House and the general store were then sold to the Gallagher family.

Contextual Value

This imposing limestone house sits prominently on the streetscape of Harrowsmith near the main intersection of the Village. It is the largest residence constructed of limestone in the area. The carriage house is larger than the main house although it is clearly a secondary building to the main house because of its position and elevation. This building contained the servant quarters and kitchen. Food was brought to the main house through a cellar tunnel or through the outside. It contrasts to similar buildings in the City of Kingston.

Cultural Heritage Attributes

- Stonework for the main house and carriage house
- Windows
- Exterior Doors
- Fascia & Soffit
- Attic Trusses and Framework

REPORT TO COUNCIL

Office of the Chief Administrative Officer

AGENDA DATE: June 15, 2021

SUBJECT: Communal Services – Approval to Conduct Business Case

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RECOMMENDATION:

That Council endorse the recommendations of the Communal Service Governance/Operations Committee to create a Municipal Service Corporation (MSC) to manage communal service development across the Frontenac's, with initial municipal ownership based on a weighted assessment model; and,

That Council agree to participate in the next step in the Communal Services initiative being the development of a business case based on the recommendations of the WSP report.

BACKGROUND:

At its regular meeting on May 4, 2021, Council received a delegation from WSP on behalf of the Communal Service Governance/Operations Committee regarding progress to date on the Communal Services initiative and the recommendation of a *Municipal Services Corporation* (MSC) as the desirable governance model to deliver Communal Services. An MSC would provide the following benefits:

- Facilitates the separation of politics from service provision & allows for an operational board with a technical focus
- Business Oriented: Business/financial viability-oriented (business case required) & allows flexible risk management
- Allows for allocation of dividends which could be used to provide other community benefits
- Separate Finances:
  - Can finance outside municipal budgets and constraints (i.e., may borrow and secure independently, limited liability)
  - Limits cross-subsidization and frees municipal borrowing capacity
- Allows consistent implementation and approach across Townships
- Ownership: Services and the corporation(s) remain 100% publicly owned by participating municipalities
- Transitional: Opportunity for smooth launch since no existing system in place
- Corporate Control & Flexibility: Shareholder Declarations can be used to limit MSC's authority and outline responsibilities & operating philosophy
- Management/admin flexibility: could be in-house, third-party, or municipally-contracted

ANALYSIS/DISCUSSION:

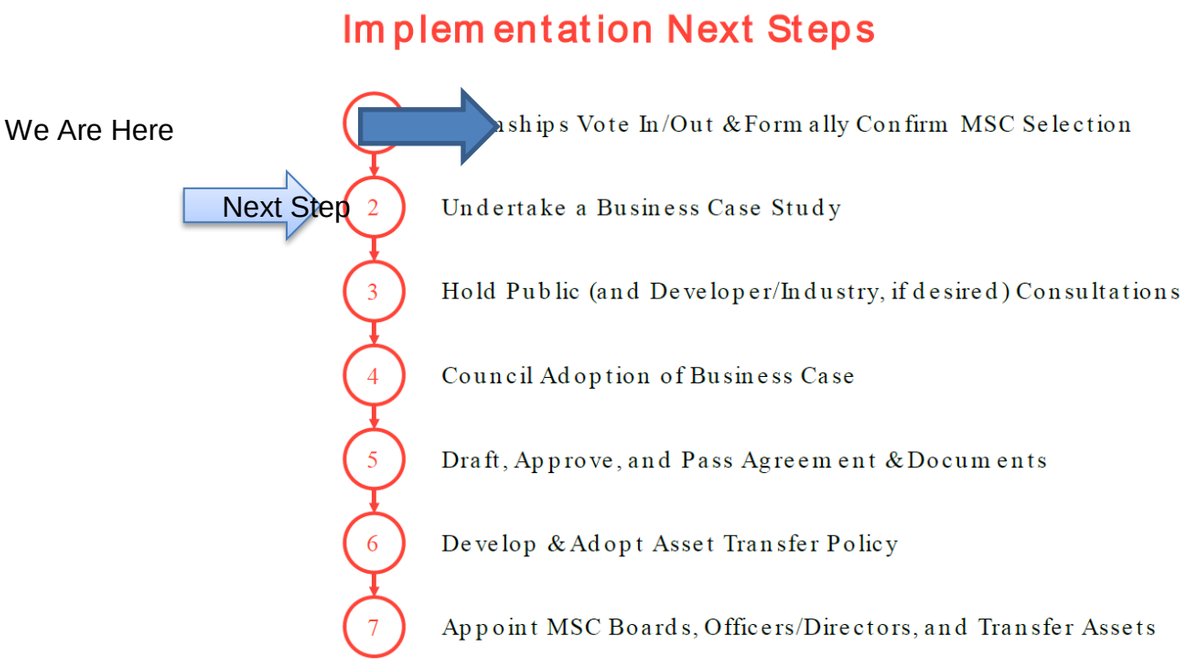
As outlined in the WSP presentation, the next step in the process is for a business case to be conducted to validate the assumptions and estimates made by the

REPORT TO COUNCIL

Office of the
Chief Administrative Officer

committee. The business case would be based on the number of municipalities involved in the model and so each of the lower tiers must decide whether or not to participate in the process moving forward.

Participation in the business case would not bind the Township to ownership in an MSC but it is a required next step to move the process forward.



DISCUSSION/ANALYSIS:

Following the May 4 presentation by Alec Knowles of WSP, a number of questions were posed by Councillors. Staff have attempted to answer those here; however, a more fulsome response would be provided as part of the business case should Council proceed.

<u>MSC vs. Township Authority</u>

The Township would retain control of the MSC as a *Shareholder*. Typically, shareholders retain responsibility for approval of auditors, passing of the corporate by-laws and the appointment/removal of directors to the Board(s) of the MSC.

That said, nothing about the establishment of an MSC for communal services alters the Townships' land-use planning authority which is entirely separate from system ownership/operation. In instances where communal services are proposed, the MSC would likely serve as a resource or commenting agency on development proposals.

<u>Dividend Options</u>

Many publicly owned utilities generate dividends for shareholders which are used to provide other public services/community benefits. While the MSC model allows for the issuance of dividends, whether or not the MSC would establish a financial model that produced dividends or how those dividends would be distributed has not been determined. This would be part of the business case process.

Development Charges

The cost of communal services, as with other development-related infrastructure, would be the responsibility of the developer. As such, it is unlikely that development charges would be levied for communal services since water/waste water has been deemed a full user-pay service. Developers would simply incorporate the cost of those works into their pricing.

In the case where a communal system is installed for the benefit of *existing* dwellings, be it Township initiated (like Sydenham water) or as an upsized installation during private development, the Township would incur the cost directly and offset that cost through a local improvement charge (LIC) to the benefitting properties so that the general tax payer does not bare any of the cost.

The benefit of communal services for developers is that the typical 100% security cost on a communal system – which effectively doubles the cost of the system, making it cost prohibitive – would no longer be required. The financial risk of system failure would instead be managed through a pooled approach via the MSC.

Sydenham Water

The Township's Sydenham Water system *could* be assumed by the MSC in accordance with the asset transfer Policy which would be developed (Step 6 in the implementation next steps). This policy would outline how the value of assets are calculated, the cash value provided and/or the change in shares that may result.

Regardless of individual system ownership, Townships will likely bear responsibility for assumption of systems in the event of MSC dissolution. A Municipal Responsibility Agreement (MRA) which applies across the Townships is the likely mechanism to outline the terms of that responsibility and transfer.

It's important to note that ownership of systems may be separate from *operations* of those systems. As noted earlier, the MSC can contract operations to a third party or maintain current contracted service relationships (e.g. Utilities Kingston with Sydenham Water) or could consider in-house operations once suitable economies of scale exist.

Limited Liability

As an independent corporate entity, it is expected that the debts and other obligations of the MSC would not accrue to the stakeholder Townships in the case of MSC insolvency. That said, in such instances the communal systems themselves would likely become the property and responsibility of the Townships. That transfer would be mandated by the Province and the terms of which likely dictated by an MRA.

During the May 4 presentation, the consultant stated that insolvency *would* result in the MSC's debts being transferred to the Municipal shareholders. Staff does not believe this is the case and the County has engaged corporate law experts with the law firm of Templemen Menninga to verify the limited liability relationship.

Borrowing Costs

A MSC receives preferential borrowing rates through Infrastructure Ontario, at a rate that is 0.3% higher than equivalent rates for municipalities.

REPORT TO COUNCIL

Office of the
Chief Administrative Officer

Private lenders such as banks also provide preferential rates to MSCs, but at the same rate as would be charged to Municipalities.

Recommendation:

Staff is recommending that Council support the recommendations of the Communal Service Governance/Operations Committee and participate in the development of a more detailed business case based on the MSC model with initial ownership shares based on weighted assessment.

STRATEGIC PLAN ALIGNMENT:

The recommendations of this report support Council's *Strategic Priorities #1: Position South Frontenac as a Regional Leader,* and *#2: Promote and Support Growth that meets the community's needs while maintaining the integrity of our natural environment.*

*The communal services initiatives was also a high priority action item within the strategic plan on account of its ability to facilitate anticipated growth, higher densities and a variety of housing types and affordability within the Township.

Additional work to determine the viability of the MSC through the completion of a business case would also inform growth management and servicing policies in the new Official Plan while it is being drafted.

		Task Name	Priority
A	10a	Develop Communal Servicing standards and financial model	High

FINANCIAL/STAFFING IMPLICATIONS:

None for the purposes of this report.

Consulting and legal costs for the Communal Services initiative and the recommended business case are being funded directly by Frontenac County.

Some senior staff time has and will continue to be involved in guiding and providing input to this process.

ATTACHMENTS:

- Communal Services Presentation from WSP – May 4, 2021

Submitted/Approved by:

Claire Dodds, RPP, MCIP
Director of Development Services

Louise Fragnito
Director of Corporate Services & Treasurer

Neil Carbone
Chief Administrative Officer

FRONTENAC

Communal Services Governance Model Study

Summary of Findings

4 May 2021

WSP

MUNICIPAL GOVERNMENT WAYFINDERS

Agenda

— Study Context & Objective

— Study Process Summary

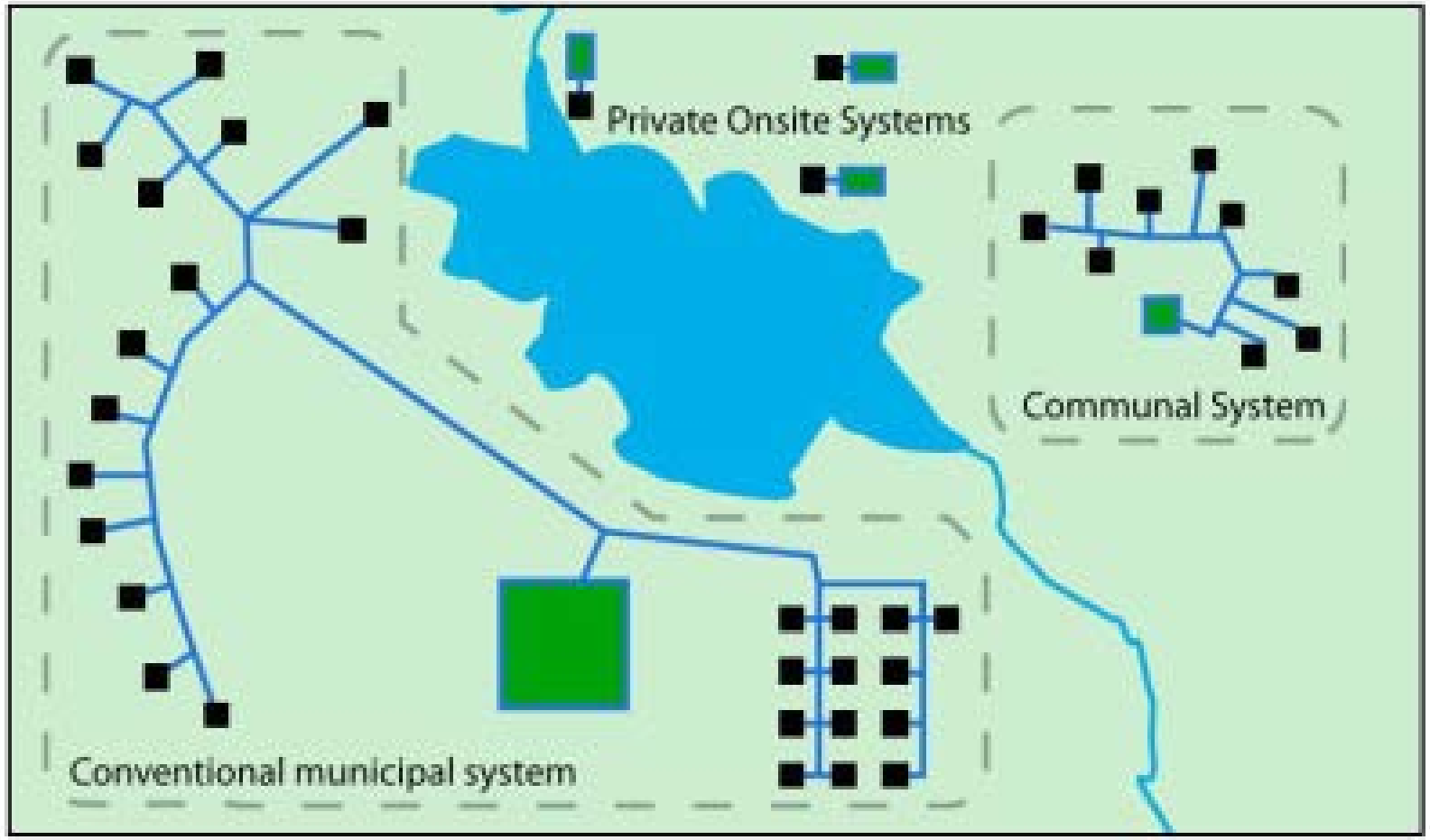
— Governance Model Recommendation

— MSC Structure Description

— MSC Costs, Timelines, & Township Contributions

— Implementation Next Steps

Study Context – Background



Study Context – Background

- **Issue/Opportunity:** Address issues of modest growth by increasing the density & scale of development in the region

- **Proposed Focus:** Communal water and wastewater services
  - *Supports more land-efficient development than private servicing*
  - *At a lower cost than centralized municipal services*

- **Committee Oversight:** County established Communal Services Governance Committee
  - *Oversee governance study and downstream decision-making*
  - *Includes representation from all constituent municipalities*

Study Context – Study Objectives

- **WSP Study Objective:** Identify a preferred model for governance and management of communal water and wastewater services in Frontenac County

- **WSP Key Study Components:**
  - *Governance and Management*
  - *Financial Feasibility*
  - *Phasing & Risk*

Study Context – Study Objectives

- **The recommended model should:**
  - *Facilitate a collective water/wastewater service program*
  - *Account for the fiscal requirements of Townships & County*
  - *Be flexible in managing risk*
  - *Gain acceptance and support*
  - *Provide a consistent approach across municipal jurisdictions*
  - *Incentivize private-sector developments under a coordinated, region-wide plan/approach*

Study Process Summary

Governance structure best-practice and Ontario peer structure review

Development of initial set of governance and management options for assessment and short-listing

Assessment of benefits, risks, and applicability of short-listed options:
- *Municipal Services Corporation*
- *Joint Municipal Service Board*
- *County-Level Governance*

Recommendation of MSC as the preferred model

Identification of MSC implementation, contribution, and vote allocation requirements and options

Study Process Summary (Cont'd)

Endorsement of Committee Recommendations:

During a joint meeting on April 1st, Township CAOs /Treasurers endorsed the recommendations of the Communal Service Governance/Operations Committee to create a Municipal Service Corporation (MSC) to manage communal service development across Frontenac, and that each Township invest in the MSC using a weighted assessment model.

Governance Model Recommendation

- The **Municipal Services Corporation model** presents benefits that are better aligned with growth and long-term objectives than other assessed models

- Initial models excluded:
  - ***Private Utility*** *model: Incompatible with essential services*
  - ***Municipal Buyer-Seller*** *model: potential for inter-municipal political discontent emerging & atypical arrangement for decentralized infra*
  - ***Independent Municipal Services*** *model: limits building regional consensus & being an atypical model*

Governance Model Recommendation (cont'd)

- **Joint Municipal Services Board** model excluded:
  - *Financial decisions reflected on municipal "books"*
  - *Potential to be hindered by political disagreement*
  - *Guided by municipal agreement (can take time to reach fulsome agreement)*

- **County-Level Governance** model:
  - *Financial decisions reflected on municipal "books"*
  - *Requires the transfer of power from Lower-Tier to Upper-Tier*
  - *Transferring power either way is burdened with rules and processes*

MSC Structure Description - Structure Benefits

- **Limits Political Influence:** Facilitates the separation of politics from service provision & facilitates technical board
- **Business Oriented:** Business/financial viability-oriented (business case required) & allows flexible risk management
- **Allows Profit:** Only model from the assessed that allows profit and profit sharing if desired
- **Separate Finances:**
  - *Can finance outside municipal budgets and constraints (i.e., may borrow and secure independently)*
  - *Limits cross-subsidization and frees municipal borrow capacity*
- **Consistent Approach:** Allows consistent implementation and approach across townships & operates as a separate entity

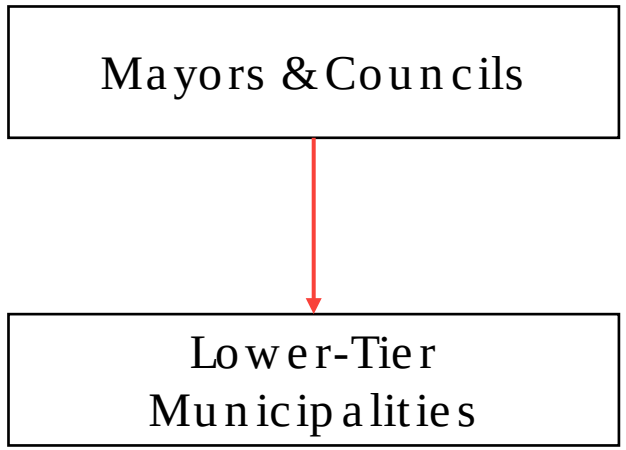
MSC Structure Description - Implementation Benefits

- **Ownership:** Services and the corporations remain 100% publicly owned by participating municipalities
- **Transitional Impact:** Opportunity for smooth launch since no existing system in place
- **Corporation Control & Flexibility:** Shareholder Declarations can be used to limit MSC's authority and outline responsibilities &operating philosophy
- **Management:** Management could be in-house, third-party, or municipally contracted

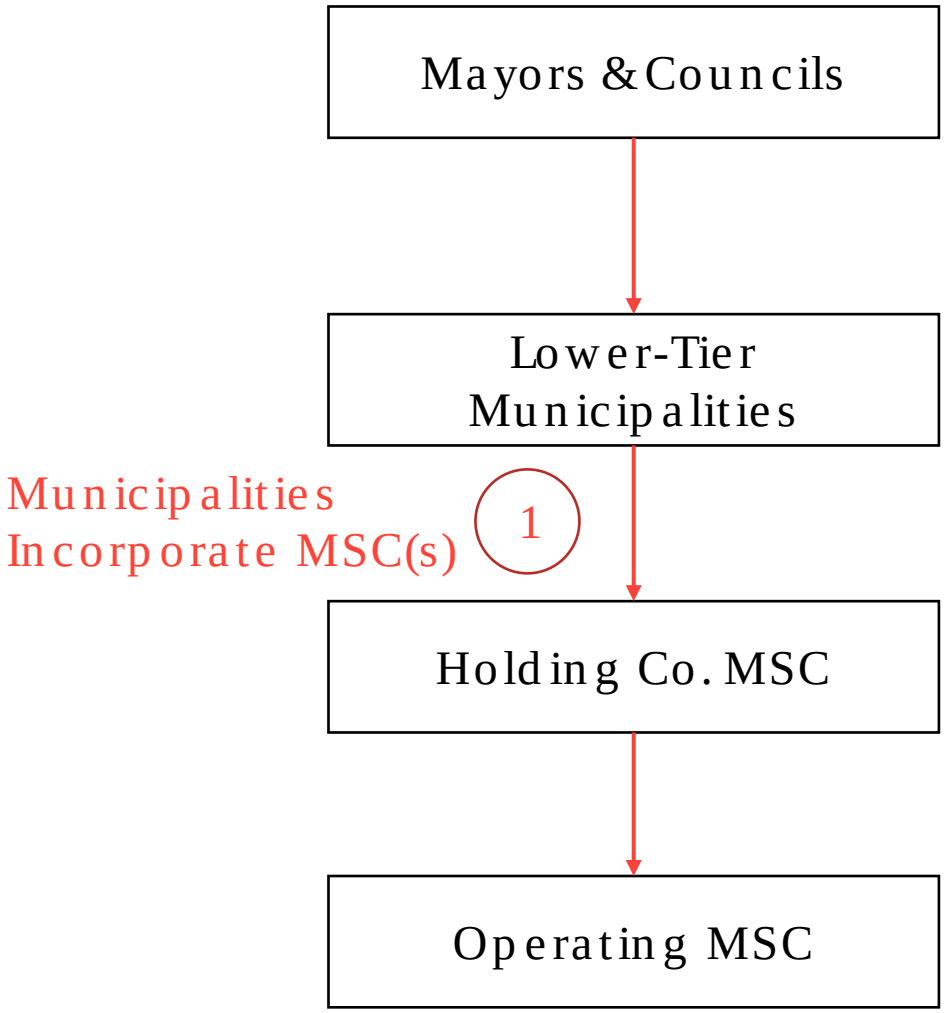
MSC Structure Description - Risks

- **Limits County Involvement:** Could limit the County's involvement in decision-making due to water power jurisdictions
- **Municipal Buy-In Impacts:** Degree of success will be related to the extent of Township buy-in and contributions
- **Profit Guarantees:** Even if adopting a return-based operating policy, Corporation may not be able to guarantee profit gain and could result in shared liability

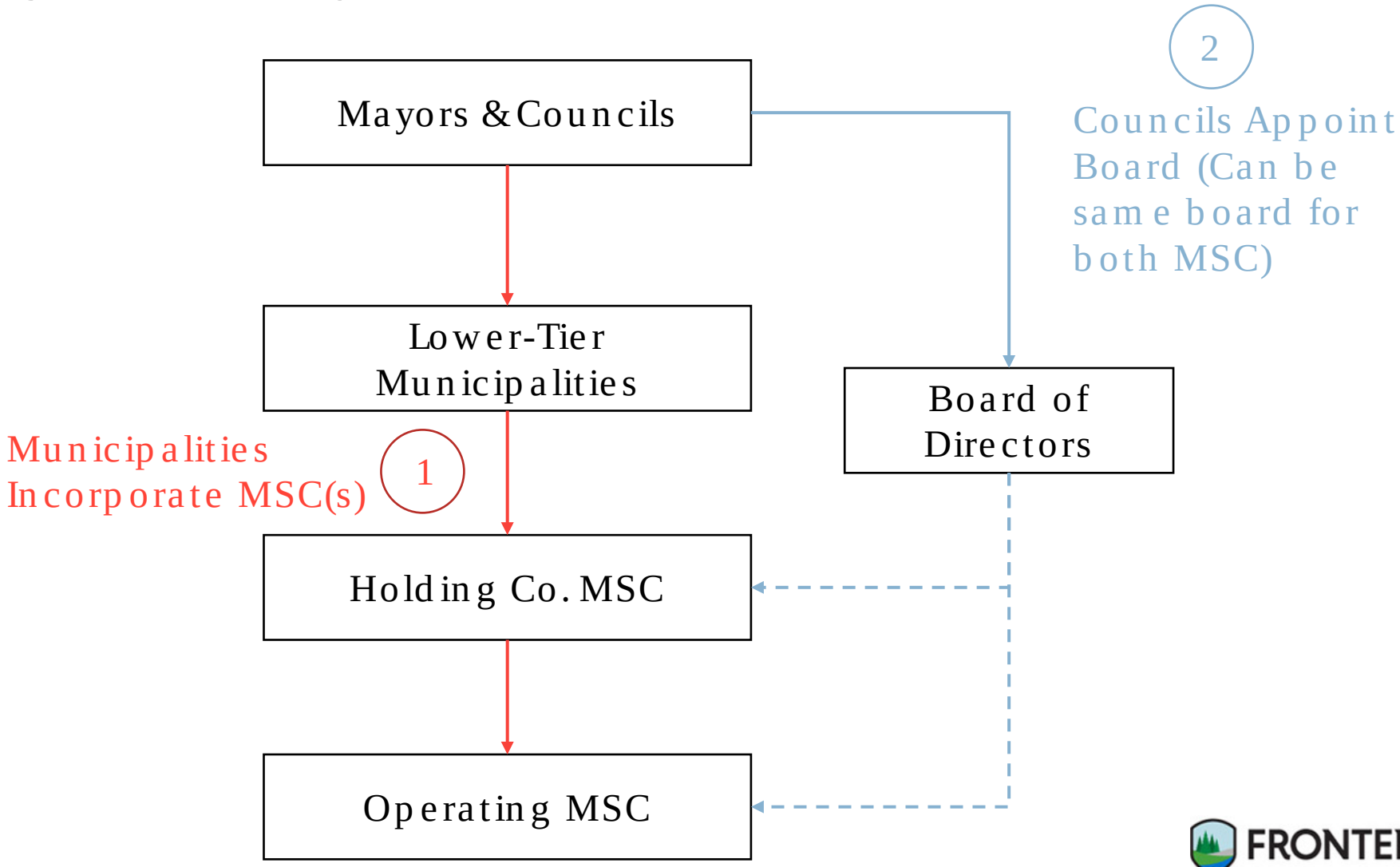
MSC Structure Description –Governance & Management Layout



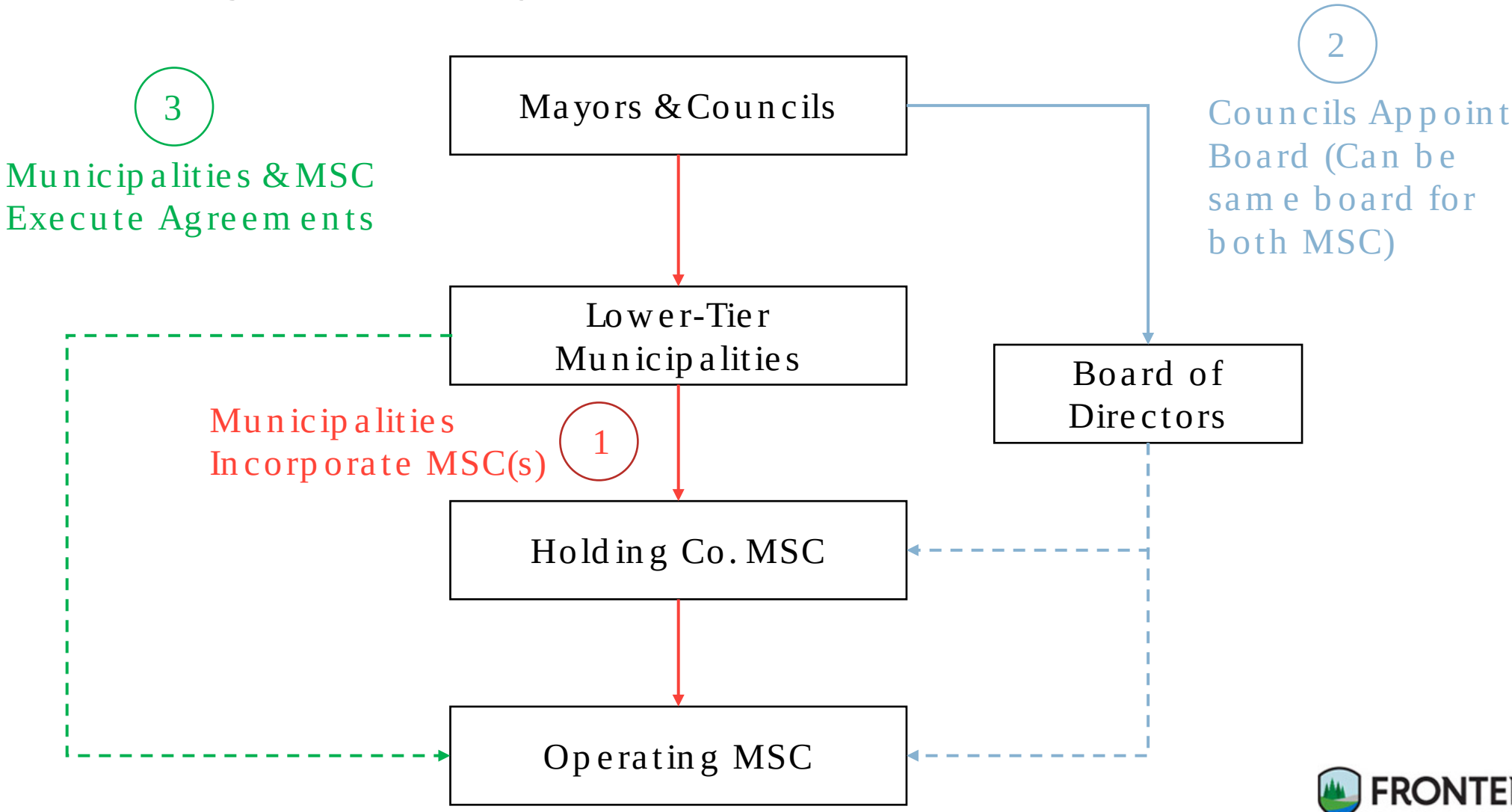
MSC Structure Description –Governance & Management Layout



MSC Structure Description –Governance & Management Layout



MSC Structure Description –Governance & Management Layout



MSC Costs, Timelines, & Contributions – Setup Timeline

TASKS	TIMELINE ESTIMATE		
	LOW	*HIGH*	*AVG.*
Develop/Refine Business Case	2 Months	6 Months	3-4 Months
Hold Public Consultations Based on Outcomes	1Months	2 Months	1-1.5 Months
Council Adoption of Business Plan	1Months	2 Months	1-1.5 Months
Prepare Required Documentation: Articles of Incorporation, Agreements, etc.	2 Months	5 Months	3-3.5 Months
Asset Transfer & Operational Setup	2 Months	5 Months	3-3.5 Months
Total Operational MSC Timeline	**8 Months**	**20 Months**	**11-14 Months**

MSC Costs, Timelines, & Contributions - Costs

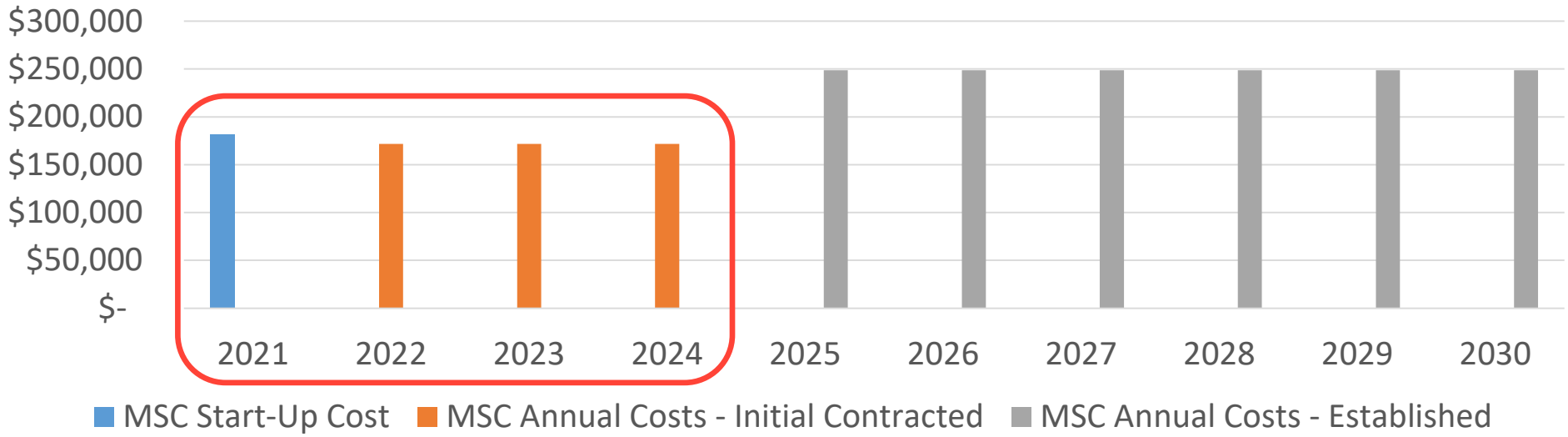
YEAR	COSTS	DESCRIPTION
1	$182,000	MSC Setup Year
2	$171,600	Initial Service
3	$171,600	Initial Service
4	$171,600	Initial Service
5	$248,600	Established Service

YEAR	COSTS	DESCRIPTION
6	$248,600	Established Service
7	$248,600	Established Service
8	$248,600	Established Service
9	$248,600	Established Service
10	$248,600	Established Service

Cumulative 10-Year Cost: $2,188,400

MSC Costs, Timelines, & Contributions - Ownership

- Two types of shares:
  - *Ownership Shares*
  - *Voting Shares*
- Initial contribution (Initial setup cost + First 3 years of operation): **$697,000**



MSC Costs, Timelines, & Contributions - Ownership

- Assumes all Townships participate
- Hybrid Option 4 is a mix of weighted assessment + minimum buy-in
- Governance Committee voted in favor of Option 1–Weighted Assessment

		OPTION 1– WEIGHTED ASSESSMENT	OPTION 2 – EQUAL ALLOCATION	OPTION 3 – WEIGHTED POPULATION ALLOCATION	OPTION 4 – HYBRID ALLOCATION
Percent Ownership Share Allocation	NF	14%	20%	6%	17%
	CF	17%	20%	13%	19%
	SF	43%	20%	56%	31%
	FI	6%	20%	5%	13%
	CoF	20%	20%	20%	20%
	Sum Total	**100%**	**100%**	**100%**	**100%**
Initial Financial Contribution Equivalent	NF	$ 97,294	$ 139,360	$ 39,660	$ 118,327
	CF	$ 119,067	$ 139,360	$ 91,378	$ 129,213
	SF	$ 299,580	$ 139,360	$ 389,625	$ 219,470
	FI	$ 41,499	$ 139,360	$ 36,777	$ 90,430
	CoF	$ 139,360	$ 139,360	$ 139,360	$ 139,360
	Sum Total	**$ 696,800**	**$ 696,800**	**$ 696,800**	**$ 696,800**

MSC Costs, Timelines, & Contributions - Voting

- Voting allocation assumed to be a function of ownership shares + number of communal units + CoF share distribution
- *Majority vote required to pass any vote, but at least two municipalities must vote in favour, even if one municipality owns 50%+ of shares
- **County of Frontenac not a voting member under any option because County does not have jurisdiction over drinking water, and County is made up of lower-tier representatives and would thus double-count votes

		OPTION 1– WEIGHTED ASSESSMENT*	OPTION 2 – EQUAL ALLOCATION	OPTION 3 – WEIGHTED POPULATION ALLOCATION*	OPTION 4 – HYBRID ALLOCATION
Percent Voting Share Allocation	NF	17%	25%	7%	21%
	CF	21%	25%	16%	23%
	SF	54%	25%	70%	39%
	FI	7%	25%	7%	16%
	CoF**	0%	0%	0%	0%
	Sum Total	**100%**	**100%**	**100%**	**100%**

Implementation Next Steps

1. Townships Vote In/Out & Formally Confirm MSC Selection
2. Undertake a Business Case Study
3. Hold Public (and Developer/Industry, if desired) Consultations
4. Council Adoption of Business Case
5. Draft, Approve, and Pass Agreement & Documents
6. Develop & Adopt Asset Transfer Policy
7. Appoint MSC Boards, Officers/Directors, and Transfer Assets

Thank You

Questions?

Lakes & Trails Minutes

June 7, 2021 7 pm – Zoom meeting

Present: Ross Sutherland, Dave Linton, Amanda Pantrey, Wilma Kenney, Christine Kennedy , Bob Clinton, Mark Schjerning, Steve Tanner, Melissa Elliot, Jonathon and Ellie Russel, Shelly and Colston LeBrun and Dawn Mordon.

1. Update on Covid Restrictions from Ross. 10 is the number of participants that we can have at the moment and it should be up to 25 by July 2nd.
2. South Frontenac Rides virtually endorsed the Festival again and committed to organizing the Round the Lake bike ride and the Family bike ride. We have Neil Scott from Gear Up On Board. They fix up bikes and are located in the old Boys & Girls Club. They are willing to come and set up a Pop Up Station and will accept donations of $30.00(or pay what you can afford) for a Tune Up
3. Wilma said that she didn't really have time to put together a walk.
4. Ross- yes, we only have 6 weeks now and we need to set up a registration platform. Some sort of online sign up, somehow.
5. Dave said that he has reserved the day for a Lakes and Trails paddling event, rather than Cataraqui Canoe Club event. Dave questioned whether he should host a long or short paddle. Long would be 20 km or 3.5 hours. There was a debate about where to input the canoes because the boat ramp will be in use and parking will be reduced. Wilmer Road input was suggested. Beside the football field at the Point was debated as a parking area. Ross will book the ramp for a few hours in the morning, the parking besides the football field and space in the small diamond.
6. Ross asked Melissa to assist with the paddle safety. She agreed. She also mentioned that she would like to keep it simple. No poker run plan this year. Ross and others agreed.
7. Ross asked Amanda Pantry if she could set up a registration platform on the Township site. Amanda recommended using EventBrite instead as it is free and simpler. She agreed to do that, and would like event details from the organizers asap. Total no./ participant no.s/ Total time.
8. Ross suggested that each group can meet at different locations and stagger times to reduce crowding.
9. Wilma concerned about high registration numbers. Amanda said that registration will prevent that.
10. Helen suggested a QR based historical outdoor escape. Christine can help with historical information. Helena and Christine agreed to set up a self-guided historical walk event. Wilma suggested using the map in her guide book and making adjustments. Send map to shelley for photocopying
11. Dave thought that we should contact Zak at Frontenac Outfitters to make it clear that we aren't asking them this year because of covid and the additional cleaning required for boats. Ross agreed.
12. Steve suggested that someone earlier had mentioned asking businesses for discounts, but he thought that we should just ask participants to support local. Group agreed.

13. Helen asked about any expenses that we may acquire. Ross replied that we have 1300.00 remaining from last year and only about 200 in expenses, so far. 113 hats to give away. We also have 20 tables that they bought last year
14. Amanda said that washrooms should be open by then.
15. Ross said that we should ask people to bring their own personal water bottles.
16. Date Reminder: July 17th
17. Ross said that we can advertise by putting up posters and use social media. Group felt that we should keep advertising local.
18. Conversation about parking and boat ramp ensued. Ross suggested setting up barriers the evening before.
19. Next meeting on June 29. Times for events to be to Amanda by early next week, around June 14.

TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2021-33

BEING A BY-LAW TO AMEND BY-LAW 2003-75, AS AMENDED, TO REZONE LAND FROM (RLSW) TO RLSW – SPECIAL PROVISION (RLSW-59) AND WATERFRONT RESIDENTIAL (RW) ON LANDS DESCRIBED AS PART OF LOT 21, CONCESSION 6, DISTRICT OF LOUGHBOROUGH, TOWNSHIP OF SOUTH FRONTENAC, BEING PART 1 ON PLAN: (KAPLER AND LUCE-KAPLER)

WHEREAS pursuant to the provisions of Section 34 of the *Planning Act*, RSO 1990 as amended, the Council of a Municipality may enact by-laws regulating the use of land and the erection, location and use of buildings and structures thereon;

AND WHEREAS By-law 2003-75 being the Zoning By-law regulates the use of land and the erection, location and use of buildings and structures within the Township of South Frontenac;

AND WHEREAS the Council of the Corporation of the Township of South Frontenac considered all written and oral submissions received on this application, the effect of which helped Council make an informed decision;

AND that there be no further notice pursuant to Section 34(17) of the *Planning Act*;

NOW THEREFORE, the Council of the Corporation of the Township of South Frontenac, hereby enacts as follows:

1. **THAT** Schedule “B”, to Zoning By-law Number 2003-75 as amended, is hereby further amended by changing the zoning from Limited Service Residential – Waterfront (RLSW) to RLSW – Special Provision (RLSW-59) and Waterfront Residential (RW) for the lands shown on Schedule “1”.

2. THIS BY-LAW shall come into force in accordance with Section 34 of the Planning Act, 1990, as amended, either upon the date of passage or as otherwise provided by said Section 34.

Dated at the Township of South Frontenac this 15th day of June, 2021.

Read a first and second time this 15th day of June, 2021.

Read a third time and finally passed this 15th day of June, 2021.

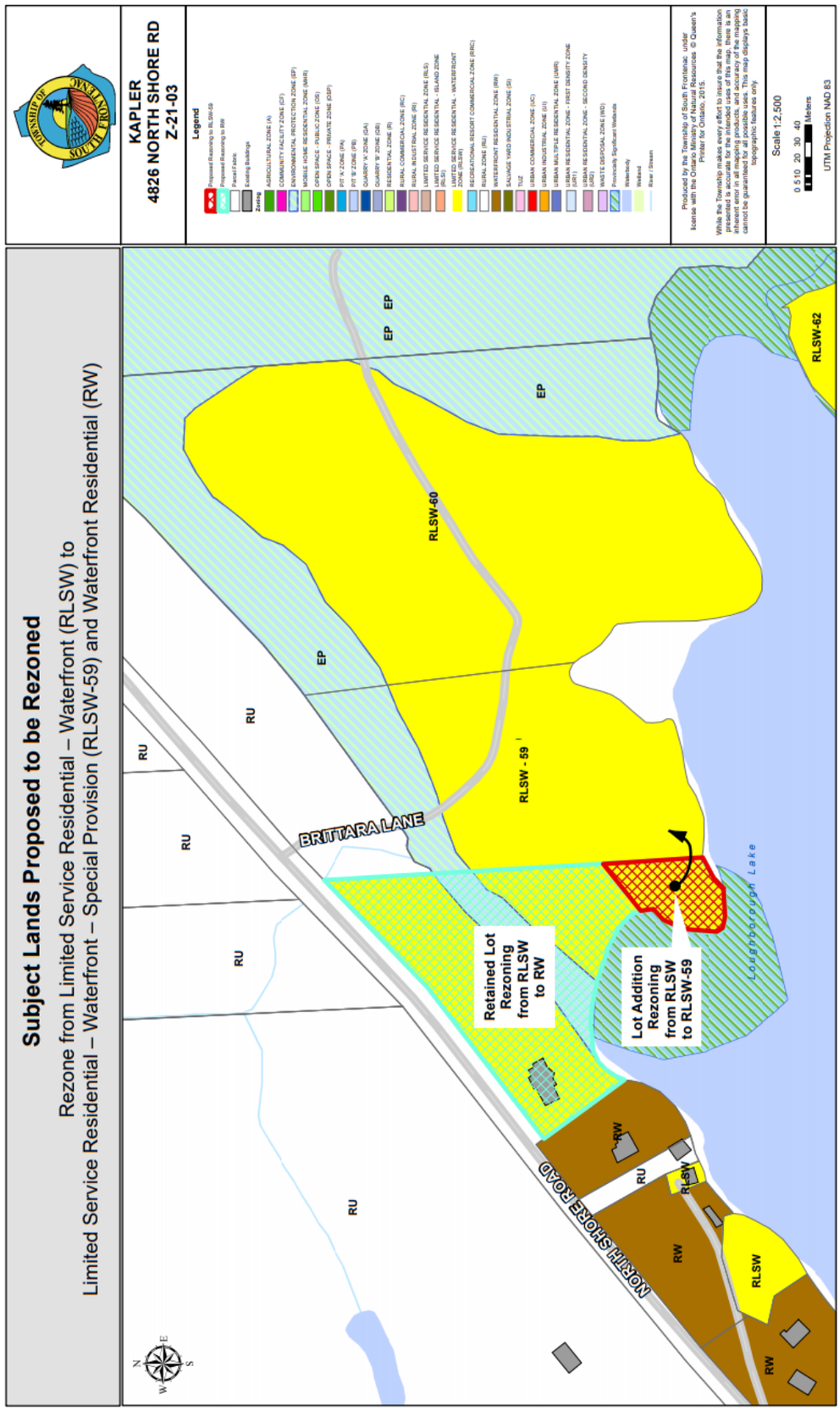
THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC

_____
Ron Vandewal, Mayor

_____
Angela Maddocks, Clerk

Schedule 1

This is Schedule "1" to By-law No. 2021- 33



Passed this 15th DAY OF JUNE, 2021

_____

Ron Vandewal, Mayor

_____

Angela Maddocks, Clerk

TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2021– 34

BEING A BY-LAW TO DESIGNATE THE STEWART HOUSE AT 3981 HARROWSMITH ROAD TO BE OF CULTURAL HERITAGE VALUE AND INTEREST PURSUANT TO THE PROVISIONS OF THE *ONTARIO HERITAGE ACT* (R.S.O. 1990, C. 0.18)

WHEREAS pursuant to the provisions of Section 29 of the *Ontario Heritage Act,* R.S.O. 1990, Chapter 0.18, the Council of a Municipality may enact by-laws to designate real property, including all buildings and structures thereon, to be of cultural heritage value or interest;

AND WHEREAS Council has consulted with its Municipal Heritage Committee and has approved the designation of the property located at 3981 Harrowsmith Road ,Part Lots 1-4, Block A, Plan 57, District of Portland, Township of South Frontenac, on April 1, 2021;

AND WHEREAS a notice of intention to designate the property was published in the *Frontenac News*, which is a newspaper having general circulation in the Municipality on May 5, 2021;

AND WHEREAS no notice of objection to the proposed designation was served to the Clerk of the Corporation of the Township of South Frontenac;

NOW THEREFORE, the Council of the Corporation of the Township of South Frontenac, hereby enacts as follows:

1. That the real property located at Part Lots 1-4, Block A, Plan 57, municipally known as 3981 Harrowsmith Road, in the District of Portland, Township of South Frontenac, referred to as the Stewart House, is designated as being of Cultural and Heritage value under the Ontario Heritage Act;

2. That the Township Solicitor is hereby authorized to cause a copy of the designating by-law to be registered against the property affected in the property land registry office.

3. The Township Clerk is hereby authorized hereby authorized to cause a copy of this by-law to be served on the owner of the land described in Schedule “1” hereto and on The Ontario Heritage Trust and to cause notice of the passing of this by-law to be published in Frontenac News and on the Township’s official website;

4. That the the document titled Heritage Designation Statement of Cultural Heritage Value or Interest - 3981 Harrowsmith Road “The Stewart House” shall form part of this by-law as Schedule 2;

5. THIS BY-LAW shall come into force and take effect on the date of its passing.

Dated at the Township of South Frontenac this 15th day of June, 2021.

Read a first and second time this 15th day of June, 2021.

Read a third time and finally passed this 15th day of June, 2021.

THE CORPORATION OF THE
TOWNSHIP OF SOUTH FRONTENAC

_____
Ron Vandewal, Mayor

_____
Angela Maddocks, Clerk

Schedule 1

This is Schedule "1" to By-law No. 2021- 34

Description and Reasons for Designation

The Stewart House

Civic Address:	3981 Harrowsmith Road
Legal Description:	Part Lots 1-4, Block A, Plan 57, Portland, County of Frontenac
Property Roll Number:	102908002006500

Description of Property

The Stewart House at 3981 Harrowsmith Road is located on the south side of Harrowsmith Road, close to the intersection with Road 38. The property contains a two and a half story stone dwelling (constructed circa 1846) with an attached one and a half story stone carriage house.

Statement of Cultural Hertiage Value and Interest/Statement of Significance

Physical/Design Value

The Stewart House has design value as a well-preserved example of a 2 storey home from the late 19th century. It retains many original features including soffits, fascia, and fenestration that were once commonly found on homes of this era. The house, of rough-hewn regularly coursed square limestone walls has three bays with symmetrical arrangement of equal size second floor windows. The main entrance is composed of a door with transom. The window openings and door recess, for both the main house and carriage house, and are topped by voussoirs of a distinctly different colour of limestone.

All corners of the house have smooth pronounced raised ashlar quoins. The side elevations depict the ashlar courses are wide then narrow. The wide courses (masonry units) are a lighter coloured limestone, and the narrow courses are of darker coloured limestone. The treatment of the courses results in a horizon striped "pattern". There are other buildings in the surrounding area with this similar distinctive "striped pattern" of ashlar coursing. It was likely a trademark of a particular stone Mason/Builder.

On the east side of the house, a limestone one-and-one half storey "carriage house" abuts at a right angle to the main house at the back corner. The manner by which this structure connects to the house indicates that it was a later addition. A wide, plain soffit and fascia terminates the roofline with a stone chimney at the west gable end.

The attic of the main house has two trusses with large hand-hewn beams that divide the attic space into thirds at waist height. These trusses bear the weight of the rafters. The rafters of both buildings are small trees, some still bearing their bark, squared on one side.

Historical / Associative Value

3981 Harrowsmith Road, the Stewart House, has good historical and associative value as an upper-middle class house in Harrowsmith from the mid nineteenth century. Built in 1846, it was constructed as part of the building boom from this period. The Stewarts lived in the stone building and were a prominent family in the Portland Area. Samuel was a village merchant and had significant land holdings. He severed a number of terms as Mayor of Portland in the latter half of the 1850's. He also operated a general store (the stone building on the corner of Harrowsmith Road), was the postmaster for the village and owned a number of farms. When Samuel died, his daughter Isabella Stewart continued to operate the

store until 1922. The Stewart House and the general store were then sold to the Gallagher family.

Contextual Value

This imposing limestone house sits prominently on the streetscape of Harrowsmith near the main intersection of the Village. Its built form displays the architectural trends and styles popular at the time and it is known to be the largest residence constructed of limestone in the Portland area. The carriage house contrasts to similar buildings in the City of Kingston. Together, the stone house and the carriage house are good examples of the influence of the Georgian style on vernacular residential buildings of the late 19th century.

The Stewart House has contextual value for its contribution to the heritage character of this established residential street. It is noteworthy because of its architectural style and status. It also has contextual value as part of an intact, historic neighborhood constructed around the nineteenth century. Surrounded by houses of similar age, construction method and style, it forms part of a historic landscape and maintains the character of the neighborhood.

Cultural Heritage Attributes

To ensure that the cultural heritage value of this property is conserved, certain heritage attributes that contribute to its value have been identified. The heritage attributes of the property at 3981 Harrowsmith Road are:

- Two-storey limestone Georgian influenced residence depicting incredible stonework for the main house and carriage house
- Fenestration including: windows and transoms
- Exterior Doors
- Entrances with Transoms
- View from Harrowsmith Road
- The soffit and fascia
- Attic Trusses and Framework

Heritage Designation Statement of Cultural Heritage Value or Interest
3981 Harrowsmith Road "The Stewart House"

The subject property has been researched and evaluated in order to determine its cultural heritage significance under Ontario Regulation 9/06 of the *Ontario Heritage Act* R.S.O. 1990. A property is eligible for designation if it has physical, historical, associative or contextual value and meets at least one of the nine criteria set out under Regulation 9/06 of the Act. Staff have determined that 3981 Harrowsmith Road, also known as the Stewart House, has cultural heritage value or interest and merits designation under the *Ontario Heritage Act.*

Design or Physical Value

3981 Harrowsmith Road is a representative example of a two and a half story stone dwelling with an attached one and a half story stone carriage house. This imposing limestone house sits prominently on the streetscape of Harrowsmith near the main intersection of the Village Constructed circa 1846, it is representative of a housing type that was popular in area in the mid nineteenth century. This mid-19th century Georgian influenced stone dwelling, includes a symmetrical front façade with gable roof, rough-hewn, regularly coursed, squared limestone and three bay windows. The stonework is coursed rough ashlar on all four sides of both the main stone dwelling and the stone carriage house. The facades of both buildings is one colour of stone, while the remaining three sides have alternating courses of darker and lighter stone, a style that is unique to Harrowmith and Portland Township. There are a number of similar executions in this style in the vicinity, however the Stewart House is the largest and best proportioned.

Photo of 3981 Harrowsmith Road 1

Description of the Exterior Elements of the Stone House

The two storey house has a gable roof with a stone chimney at each gable end. A gable is a triangular section of wall at the end of a pitched roof. A soffit and facia terminates the roofline.

Front Facade of Stone House

The main facade of the building consists of rough-hewn, regularly coursed square limestone walls. It has three bays, with the main entrance in the central bay. The main entrance is attached to a crosspiece separating the door from the window above. The windows over the cross piece, also known as the transom light, have four vertically divided panes. The solid main door has two conforming vertical raised panels.
An existing 19th century photograph (circa 1880s) of the house indicates that the original windows were casements.

The window openings are large, with a one over one glazing pattern, double sash. The windows are separated by a vertical moulding. The window openings, and the front door recess, are topped by voussoirs of a distinctly different colour of limestone than that of the main body of the house. Voussiours the wedge-shaped stones used in constructing an arch. The side elevations have two bays with similar window placement and description to those on the front facade. The attic storey is signified by quarter round windows on either side of the interior chimney flue.

Central Bay of Stone House

Windows and Attic Storey of Stone House

Ashlar Quoins of Stone House

All corners of the house have smooth pronounced raised ashlar "quoins". Quoins are masonry blocks typically located at the corner of a wall. The side elevations have a distinctly different masonry units, or coursing, than that of the front elevation. The side elevations depict the ashlar courses are wide then narrow. The wide courses (masonry units) are a lighter coloured limestone, and the narrow courses are of darker coloured limestone. The treatment of the courses results in a horizon striped "pattern". There are other buildings in the surrounding area with this similar distinctive "striped pattern" of ashlar coursing. It was likely a trademark of a particular stone Mason/Builder. One can speculate that stone was brought from two different quarries.

Description of the Exterior Elements of the Carriage House

On the east side of the house, a limestone one-and-one half storey "carriage house" abuts at a right angle to the main house at the back corner. The manner by which this structure connects to the house indicates that it was a later addition. A wide, plain soffit and fascia terminates the roofline with a stone chimney at the west gable end.

Carriage House

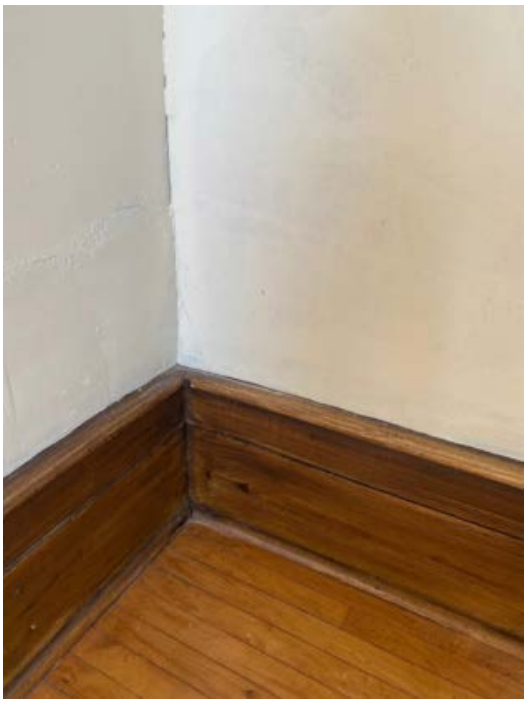
Carriage House Front Facade

The north elevation (façade) of the carriage house is constructed of a similar style to the main house with rough-hewn, regularly coursed, squared limestone. The remaining side elevations are identical to the side elevations of the main house with alternating courses of light and dark, narrow and wide, limestone. The principal fenestration of the building are the large central doors for carriages on both the north and south elevations. Smaller doors, at the west end of the façade as well as the west side, are recessed in a similar manner to the doors of the main house. The windows of this building are sash, the large window on west side is a remaining original window to this building. The window openings and door recess are similar to the main house and topped by voussoirs of a distinctly different colour of limestone.

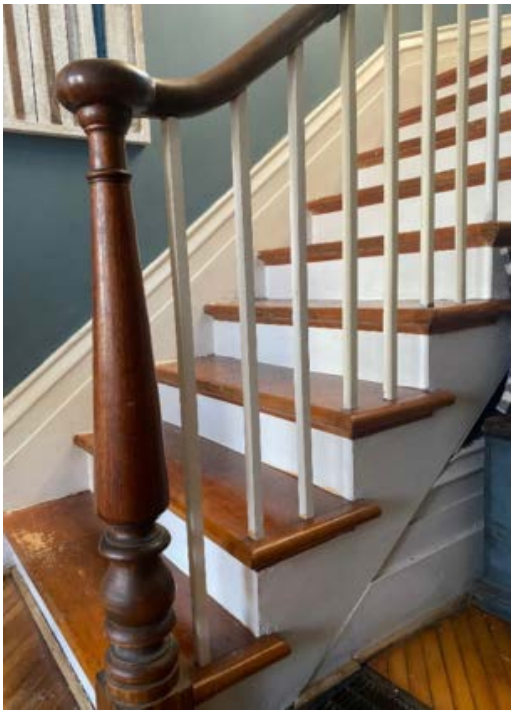
Description of the Interior Elements of the House

The interiors contains elements of period joinery that are unique to the Harrowsmith area such as doors with two panels (rather than the more common four or six panels). The window returns of the main house have panels that match the moulding profile of the doors. The millwork in the main house is of three distinct styles, increasing in size and detail to correspond with the use of the room. The main house contains a central staircase with railings of turned butternut and walnut balusters.

Millwork. Window Return (above) and Door (below)



Millwork (above) and Staircase (below)



Attic Details

The attic of the main house has two trusses with large hand-hewn beams that divide the attic space into thirds at waist height. These trusses bear the weight of the rafters. The carriage house is constructed in a similar manner. The rafters of both buildings are small trees, some still bearing their bark, squared on one side. Similarly, the cross beams in the cellar of the main house are large trees, squared on one side.

Historical / Associative Value

3981 Harrowsmith Road, the Stewart House, has good historical and associative value as an upper-middle class house in Harrowsmith from the mid nineteenth century. Built in 1846, it was constructed as part of the building boom from this period. The Stewarts lived in the stone building and were a prominent family in the Portland Area. Samuel was a village merchant and had significant land holdings. He severed a number of terms as Mayor of Portland in the latter half of the 1850's. He also operated a general store (the stone building on the corner of Harrowsmith Road), was the postmaster for the village and owned a number of farms. When Samuel died, his daughter Isabella Stewart continued to operate the store until 1922. The Stewart House and the general store were then sold to the Gallagher family.

Contextual Value

This imposing limestone house sits prominently on the streetscape of Harrowsmith near the main intersection of the Village. It is the largest residence constructed of limestone in the area. The carriage house is larger than the main house although it is clearly a secondary building to the main house because of its position and elevation. This building contained the servant quarters and kitchen. Food was brought to the main house through a cellar tunnel or through the outside. It contrasts to similar buildings in the City of Kingston.

Cultural Heritage Attributes

- Stonework for the main house and carriage house
- Windows
- Exterior Doors
- Fascia & Soffit
- Attic Trusses and Framework

Payment Listing
For the period of May 11, 2021 to June 9, 2021

Accounts Payable Payment Listing:			
	For the period of May 11, 2021 to June 9, 2021	$	2,413,531.09
Payroll:			
	For the period of May 11, 2021 to June 9, 2021	$	221,515.95
Total Payments		**$**	**2,635,047.04**

Ranges:	From:	To:	Distribution Types Included:
Cheque Date:	**2021-05-11**	**2021-06-09**	**PURCH, MISC**

10 GG

0000 Gen

Cheque	Date	Inv #	Vendor	Description	Amount
071487	2021-06-08		ZOOM VIDEO COMMUNICATIONS INC		
		INV83311568		Zoom Subscription	$3,976.78
Total 071487					**$3,976.78**
EFT000000015265	2021-05-18		THE FRONTENAC NEWS		
		74629		Ad- Apr 1,8,15,22,29	$3,553.38
Total EFT000000015265					**$3,553.38**
EFT000000015351	2021-06-08		THE FRONTENAC NEWS		
		74865		Ad- May 6,13,20,27	$2,645.76
Total EFT000000015351					**$2,645.76**
Total Gen					**$10,175.92**

0035 TaxSB-EP

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015364	2021-06-08		LIMESTONE DISTRICT SCHOOL		
		2021 JUNE LEVY		2021 JUNE LEVY	$1,255,212.20
Total EFT000000015364					**$1,255,212.20**
Total TaxSB-EP					**$1,255,212.20**

0036 TaxSB-ES

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015317	2021-06-08		ALGONQUIN AND LAKESHORE		
		2021 JUNE LEVY		2021 JUNE LEVY	$101,670.42
Total EFT000000015317					**$101,670.42**
Total TaxSB-ES					**$101,670.42**

0037 TaxSB-FP

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015337	2021-06-08		CONSEIL DES ECOLES PUBLIQUES		
		2021 JUNE LEVY		2021 June Levy	$5,677.70
Total EFT000000015337					**$5,677.70**
Total TaxSB-FP					**$5,677.70**

0038 TaxSB-FS

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015338	2021-06-08		CONSEIL SCOLAIRE CATHOLIQUE DU		
		2021 JUNE LEVY		2021 June Levy	$7,707.68
Total EFT000000015338					**$7,707.68**
Total TaxSB-FS					**$7,707.68**

1000

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015244	2021-05-18		ATKINSON HOME BUILDING CENTRE		
		103893		Water Softener Salt	$8.44
		501377		Water Softener Salt	$16.87
Total EFT000000015244					**$25.31**
EFT000000015256	2021-05-18		CULLIGAN		
		99118TK		Water	$45.56
		2873409		21/05 Water Cooler Rental	$10.12
Total EFT000000015256					**$55.68**
EFT000000015263	2021-05-18		EVERTEMP INC		
		36108		Inspection+ Repairs	$239.54
Total EFT000000015263					**$239.54**
EFT000000015278	2021-05-18		LONDRY ALARMS		
		206981		Add User K.K.	$40.70
Total EFT000000015278					**$40.70**
EFT000000015286	2021-05-18		R&D NELSON GENERAL MAINTENANCE		
		21/04-OFFICE		21/03+21/04 Gen. Maintenance	$2,326.23
		21/04-OFFICE		21/03+21/04 Gen. Maintenance	$260.90
Total EFT000000015286					**$2,587.13**
EFT000000015300	2021-05-18		TROUSDALE'S HOME HARDWARE		
		235402		Screws+ Plywood	$102.04
		611376		Screws+ Anchors+ Bits	$37.29
Total EFT000000015300					**$139.33**
EFT000000015340	2021-06-08		CULLIGAN		
		7250TK		Water	$59.56
Total EFT000000015340					**$59.56**
EFT000000015385	2021-06-08		SIMMONS PLUMBING & PUMP SERV.		
		6641		Repair Toilet	$103.79
Total EFT000000015385					**$103.79**
EFT000000015392	2021-06-08		TROUSDALE'S HOME HARDWARE		
		235883		Lube	$6.81
Total EFT000000015392					**$6.81**
EFT000000015393	2021-06-08		TROY LIFE & FIRE SAFETY LTD.		
		1000394956		Extinguisher Maintenance	$82.64

		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
Total EFT000000015393					**$247.92**
EFT000000015401	2021-06-08		XCG CONSULTANTS LTD.		
		57662		Drinking Water Sampling	$127.67
		57662		Drinking Water Sampling	$127.67
Total EFT000000015401					**$255.34**
EFT000000015402	2021-06-07		ESKEROD SIGNS		
		29182		50% Deposit-Sign Refurbishment	$21,461.44
Total EFT000000015402					**$21,461.44**
Total					**$25,222.55**

1100 Counc

Cheque	Date	Inv #	Vendor	Description	Amount
071485	2021-06-08		SYDENHAM HIGHSCHOOL		
		2021 BURSARY		Graduation Bursary	$500.00
Total 071485					**$500.00**
Total Counc					**$500.00**

1250 Clk

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015299	2021-05-18		TROUSDALE'S FOODLAND		
		9482		Coffee+ Cream +Sugar+ Sweetner	$60.35
		6487		Cream	$3.59
		8969.		Cream+ Whitener	$10.37
Total EFT000000015299					**$74.31**
EFT000000015314	2021-06-08		1DEA DESIGN + MEDIA INC.		
		TSF0012		Additional Logo	$101.76
Total EFT000000015314					**$101.76**
EFT000000015341	2021-06-08		CUNNINGHAM SWAN CARTY		
		171444		Legal Advice	$508.80
Total EFT000000015341					**$508.80**
EFT000000015359	2021-06-08		INDEPENDENT TELEPHONE SERVICES		
		45813		Holiday Update	$86.50
Total EFT000000015359					**$86.50**
EFT000000015391	2021-06-08		TROUSDALE'S FOODLAND		
		3922		Cream	$3.79
		9050		Coffee+ Milk+ Cream	$22.26
Total EFT000000015391					**$26.05**
EFT000000015397	2021-06-08		UPPER CANADA OFFICE SYSTEMS		
		377618		Copier Usage	$778.11
Total EFT000000015397					**$778.11**
Total Clk					**$1,575.53**

1275 Fin

Cheque	Date	Inv #	Vendor	Description	Amount
071484	2021-06-08		SHRED-IT INTERNATIONAL ULC		
		8101269856		Shredding Services	$75.20
Total 071484					**$75.20**
EFT000000015318	2021-06-08		ASSOC OF MUNICIPAL CLERKS & TREASURERS		
		2021-217625		Membership Fee S.K.	$309.10
		227365		Job Ad- Financial Analyst	$539.33
Total EFT000000015318					**$848.43**
EFT000000015330	2021-06-08		CDW CANADA INC		
		C909778		4X Mouse/Keyboard Combos	$365.11
		D169673		4X Mini Doc	$543.85
Total EFT000000015330					**$908.96**
EFT000000015359	2021-06-08		INDEPENDENT TELEPHONE SERVICES		
		45754		Phone Set Up	$1,170.14
Total EFT000000015359					**$1,170.14**
Total Fin					**$3,002.73**

1280 HR

Cheque	Date	Inv #	Vendor	Description	Amount
071445	2021-05-18		BEST SAFETY TRAINING & CONSULTING		
		2894		H&S Training	$814.08
Total 071445					**$814.08**
071487	2021-06-08		ZOOM VIDEO COMMUNICATIONS INC		
		INV84835937		Zoom Subscription	$798.48
Total 071487					**$798.48**
Total HR					**$1,612.56**
Total GG					**$1,412,357.29**

20 PP&P

2100 Fire

Cheque	Date	Inv #	Vendor	Description	Amount
071446	2021-05-18		KINGSTON FIRE AND RESCUE		
		6350		Q2 Dispatch Fees	$9,228.64
Total 071446					**$9,228.64**
071447	2021-05-18		MINISTER OF FINANCE		
		212104211335029		New Registration Fees	$1,430.00
Total 071447					**$1,430.00**

071450	2021-05-18	SNIDER, THE ESTATE OF PERCY		
		21/04/26-12	Grass Cutting	$42.74
		21/04/27-11	Sweeping	$345.98
Total 071450				**$388.72**
071480	2021-06-08	GOODYEAR CANADA INC.		
		93695160	4X Tires	$1,807.42
Total 071480				**$1,807.42**
071481	2021-06-08	IRON TRADE WORKS INC		
		1070	Installation for Pelican Cases	$500.75
Total 071481				**$500.75**
071482	2021-06-08	REVELL FORD LINCOLN		
		215401	Knob- Lighting Switch	$17.52
Total 071482				**$17.52**
071483	2021-06-08	SANI GEAR INC		
		7258	Suit Cleaning + Repairs	$1,145.44
Total 071483				**$1,145.44**
EFT000000015242	2021-05-18	ABELL PEST CONTROL INC.		
		A3374547	21/05 Pest Control	$50.80
		A3408915	21/05 Pest Control	$41.18
Total EFT000000015242				**$91.98**
EFT000000015246	2021-05-18	BELL MOBILITY (RADIO DIVISION)		
		1-260545	21/05 Site Rental	$328.00
Total EFT000000015246				**$328.00**
EFT000000015258	2021-05-18	DARCH FIRE		
		CI30002782	Adapter	$568.89
Total EFT000000015258				**$568.89**
EFT000000015261	2021-05-18	EARL ROSEBUSH FUELS		
		1057-163399	238.20L @.773	$213.38
Total EFT000000015261				**$213.38**
EFT000000015263	2021-05-18	EVERTEMP INC		
		36108	Inspection+ Repairs	$239.55
Total EFT000000015263				**$239.55**
EFT000000015264	2021-05-18	FRASSO AUTOMOTIVE SERVICE		
		132442	Oil Change	$402.61
		132443	Safety Inspection	$190.50
Total EFT000000015264				**$593.11**
EFT000000015276	2021-05-18	LEONARD, ELIZABETH		
		21/04/19-39	Cleaning	$60.00
Total EFT000000015276				**$60.00**
EFT000000015277	2021-05-18	MESSER CANADA INC.		
		2103672726	Oxygen	$494.39
Total EFT000000015277				**$494.39**
EFT000000015279	2021-05-18	M&L SUPPLY, FIRE & SAFETY		
		7379	Quick Connect	$34.76
Total EFT000000015279				**$34.76**
EFT000000015285	2021-05-18	PRODECAL LTD		
		10151	Accountability Boards	$798.25
		10185	3X Reflective Decals	$28.43
Total EFT000000015285				**$826.68**
EFT000000015286	2021-05-18	R&D NELSON GENERAL MAINTENANCE		
		21/04-PRFH	21/03+21/04 Gen. Maintenance	$293.07
		21/04-PRFH	21/03+21/04 Gen. Maintenance	$45.51
Total EFT000000015286				**$338.58**
EFT000000015289	2021-05-18	R. THURSTON TECHNOLOGIES		
		11784	Radio Charger	$79.37
Total EFT000000015289				**$79.37**
EFT000000015294	2021-05-18	SWISH MAINTENANCE LIMITED		
		K653748	Disinfectant Spray	$459.14
Total EFT000000015294				**$459.14**
EFT000000015297	2021-05-18	TOTAL POWER LTD		
		SALES0109143	Oil Leak	$834.43
Total EFT000000015297				**$834.43**
EFT000000015301	2021-05-18	UNITY SOD FARM LTD.		
		73080	Snow Plowing	$113.97
Total EFT000000015301				**$113.97**
EFT000000015302	2021-05-18	UNIVERSAL SUPPLY GROUP		
		173-306620	LED Markers+Reflectors+Bulbs	$33.32
Total EFT000000015302				**$33.32**
EFT000000015313	2021-06-08	BOULTON SEPTIC/LARMON'S		
		34340	Holding Tank Pumped	$244.22
Total EFT000000015313				**$244.22**
EFT000000015315	2021-06-08	ABELL PEST CONTROL INC.		
		A3380890	21/05 Pest Control	$48.54
Total EFT000000015315				**$48.54**
EFT000000015320	2021-06-08	ASSELSTINE HARDWARE		
		8092	Water Softener Salt	$32.51
Total EFT000000015320				**$32.51**
EFT000000015324	2021-06-08	BUNZL CANADA INC		
		66394950	300X Gloves	$1,424.64
Total EFT000000015324				**$1,424.64**
EFT000000015327	2021-06-08	CANADIAN TIRE		
		147350	2X Velcro	$47.81
Total EFT000000015327				**$47.81**
EFT000000015328	2021-06-08	CANADIAN SAFETY EQUIPMENT		
		48475-1	Holley Tubes	$6,310.14
Total EFT000000015328				**$6,310.14**
EFT000000015329	2021-06-08	UNISYNC GROUP LIMITED		
		103263	Uniform- R.H.	$228.96
		104349	Collar Dog Pins	$484.38

Total EFT000000015329					**$713.34**
EFT000000015339	2021-06-08		COPPERWOOD ELECTRICAL CONTRACTORS		
		2021-813		Electrical Renovation	$1,681.03
Total EFT000000015339					**$1,681.03**
EFT000000015344	2021-06-08		DALTCO ELECTRIC & SUPPLY		
		1278628		4X LED Floods	$406.62
Total EFT000000015344					**$406.62**
EFT000000015356	2021-06-08		GRIBB SEPTIC		
		7857		Holding Tank Pumped	$251.84
Total EFT000000015356					**$251.84**
EFT000000015357	2021-06-08		GROUNDWORK ENGINEERING LTD		
		3466		Geotechinical Report	$2,200.00
Total EFT000000015357					**$2,200.00**
EFT000000015359	2021-06-08		INDEPENDENT TELEPHONE SERVICES		
		45754		Phone Set Up	$585.06
Total EFT000000015359					**$585.06**
EFT000000015360	2021-06-08		JODY CAMPBELL'S SEPTIC SERVICE		
		21400		Portable Toilet Rental	$101.76
Total EFT000000015360					**$101.76**
EFT000000015362	2021-06-08		KENWORTH ONTARIO - KINGSTON		
		KS29387		Brakes + Tail Light Out	$2,074.17
		KS30254		Shift Selector Cover Plate	$337.72
Total EFT000000015362					**$2,411.89**
EFT000000015377	2021-06-08		PPE SOLUTIONS INC.		
		8439		20X Bunker Suits	$46,085.39
		8441		9X Bunker Suits	$20,542.29
Total EFT000000015377					**$66,627.68**
EFT000000015379	2021-06-08		PRODECAL LTD		
		10226		Decals For Masks	$85.22
Total EFT000000015379					**$85.22**
EFT000000015381	2021-06-08		RICOH CANADA INC.		
		SCO93238073		21/04 Copier Usage + Rental	$120.18
Total EFT000000015381					**$120.18**
EFT000000015382	2021-06-08		R. THURSTON TECHNOLOGIES		
		11804		2X Repairs and 2X Batteries	$242.48
Total EFT000000015382					**$242.48**
EFT000000015390	2021-06-08		TRIM-LINE OF SOUTH EAST		
		53619		20X Helmet Numbers	$101.76
Total EFT000000015390					**$101.76**
EFT000000015391	2021-06-08		TROUSDALE'S FOODLAND		
		10037		Water	$89.70
Total EFT000000015391					**$89.70**
EFT000000015392	2021-06-08		TROUSDALE'S HOME HARDWARE		
		235482		Antifreeze	$38.59
Total EFT000000015392					**$38.59**
EFT000000015393	2021-06-08		TROY LIFE & FIRE SAFETY LTD.		
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
Total EFT000000015393					**$743.76**
Total Fire					**$104,336.81**

2110 Cvc#

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015290	2021-05-18		SIGNS PLUS		
		3252		Civic Blade	$9.16
Total EFT000000015290					**$9.16**
Total Cvc#					**$9.16**

2400 Police

Cheque	Date	Inv #	Vendor	Description	Amount
071460	2021-05-28		MINISTER OF FINANCE-POLICE SERVICES		
		21/05		21/05 Policing Services	$245,373.00
Total 071460					**$245,373.00**
Total Police					**$245,373.00**

2605 Build

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015253	2021-05-18		CITYVIEW		
		MUNCT0000077		Budget Validation Milestone	$8,552.93
		MUNCT0000096		Additional Configuration Serv.	$2,293.68
Total EFT000000015253					**$10,846.61**
EFT000000015298	2021-05-18		TOWN AND COUNTRY AUTO SUPPLY		
		6083-643259		Thermostat	$65.54
Total EFT000000015298					**$65.54**
EFT000000015300	2021-05-18		TROUSDALE'S HOME HARDWARE		
		112929		2X Keys	$6.09
Total EFT000000015300					**$6.09**
EFT000000015325	2021-06-08		BUSINESS INTERIORS(ONTARIO)INC		
		2021-3507		Desk-Permit Intake Coordinator	$3,960.59

Total EFT000000015325					**$3,960.59**
EFT000000015352	2021-06-08		GANANOQUE CHEVROLET BUICK GMC		
		317062		Repair Hard Shift	$74.16
Total EFT000000015352					**$74.16**
EFT000000015359	2021-06-08		INDEPENDENT TELEPHONE SERVICES		
		45754		Phone Set Up	$585.07
Total EFT000000015359					**$585.07**
EFT000000015367	2021-06-08		MARCHANT MARKING DEVICES LTD.		
		37802		Self Inking Stamp	$125.01
Total EFT000000015367					**$125.01**
EFT000000015389	2021-06-08		TOWN AND COUNTRY AUTO SUPPLY		
		6083-644981		Battery	$167.64
Total EFT000000015389					**$167.64**
EFT000000015392	2021-06-08		TROUSDALE'S HOME HARDWARE		
		113327		4X Keys	$12.16
Total EFT000000015392					**$12.16**
Total Build					**$15,842.87**

2620 Anml Ctl

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015274	2021-05-18		KINGSTON HUMANE SOCIETY		
		SF_KHS POUND_21-04		21/04 Pound Services	$1,603.52
Total EFT000000015274					**$1,603.52**
EFT000000015311	2021-05-28		FRONTENAC MUNICIPAL LAW		
		SF-AC-2021-MAY		21/05 Animal Control	$3,256.19
Total EFT000000015311					**$3,256.19**
Total Anml Ctl					**$4,859.71**

2625 Lvstck

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015287	2021-05-18		REDDEN, JOSEPH		
		956276		21/04/17-Livestock	$50.00
		956276		21/04/17-Livestock	$28.23
Total EFT000000015287					**$78.23**
Total Lvstck					**$78.23**

2640 Bylaw enf

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015257	2021-05-18		CUNNINGHAM SWAN CARTY		
		171404		Legal Services	$1,526.40
Total EFT000000015257					**$1,526.40**
EFT000000015311	2021-05-28		FRONTENAC MUNICIPAL LAW		
		SF-P-2021-MAY		21/05 Parking	$457.92
		SF-P-2021-MAY		21/05 Parking	$634.98
Total EFT000000015311					**$1,092.90**
Total Bylaw enf					**$2,619.30**
Total PP&P					**$373,119.08**

30 Trans

3000 PW OH

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015243	2021-05-18		ALLIANCE WIRELESS COMMUNICATIONS		
		C14258-050121		21/05 Answering Service	$244.63
Total EFT000000015243					**$244.63**
EFT000000015359	2021-06-08		INDEPENDENT TELEPHONE SERVICES		
		45754		Phone Set Up	$585.06
Total EFT000000015359					**$585.06**
EFT000000015381	2021-06-08		RICOH CANADA INC.		
		SCO93238073		21/04 Copier Usage + Rental	$178.97
Total EFT000000015381					**$178.97**
Total PW OH					**$1,008.66**

3005 RdAdmOH

Cheque	Date	Inv #	Vendor	Description	Amount
071449	2021-05-18		ONTARIO GOOD ROADS ASSOCIATION		
		59444		Job Posting-Tech. Supervisor	$356.16
Total 071449					**$356.16**
071479	2021-06-08		CANADA MUNICIPAL JOBS INC.		
		5104		Job Ad- Construction+Tech Serv	$147.55
Total 071479					**$147.55**
EFT000000015246	2021-05-18		BELL MOBILITY (RADIO DIVISION)		
		1-260545		21/05 Site Rental	$295.38
Total EFT000000015246					**$295.38**
EFT000000015254	2021-05-18		COLLINS SAFETY INC.		
		258963		Boots B.K.	$196.10
Total EFT000000015254					**$196.10**
EFT000000015267	2021-05-18		GRAND & TOY LIMITED		
		R841853		Cover Stock Paper	$39.59
Total EFT000000015267					**$39.59**
EFT000000015322	2021-06-08		BAYRIDGE PRINTER PROS		
		25405		Service Call+ Ink	$911.72
Total EFT000000015322					**$911.72**

EFT000000015343	2021-06-08		SMARTCELL COMMUNICATION INC		
		KINBIIN577		Samsung Galaxy A32	$132.27
Total EFT000000015343					**$132.27**
Total RdAdmOH					**$2,078.77**

3010

Cheque	Date	Inv #	Vendor	Description	Amount
071448	2021-05-18		NYBOM WELDING		
		2290		Gates for Entrance	$3,581.95
Total 071448					**$3,581.95**
071450	2021-05-18		SNIDER, THE ESTATE OF PERCY		
		21/04-14		21/04 Bin Rental	$76.32
		21/04/19-20		Flagging	$239.25
		21/04/20-21		Flagging	$239.25
		21/04/22-22		Flagging	$239.25
		21/04/26-23		Flagging	$239.25
		21/04/27-24		Flagging	$239.25
		21/04/28-25		Flagging	$163.70
		21/04/29-26		Flagging	$239.25
		21/05/03-27		Flagging	$251.86
Total 071450					**$1,927.38**
071452	2021-05-18		TOLLES LTD.		
		1015		Progress Draw #2	$15,348.27
Total 071452					**$15,348.27**
071477	2021-06-08		A&D MECHANICAL 2019		
		299		Propane Inspection	$122.11
		299		Propane Inspection	$122.11
Total 071477					**$244.22**
071478	2021-06-08		A-1 LOCKSMITHS		
		692011		Lock- Boiler Room	$282.89
		792034		2XLock- Side Door + Front Door	$384.65
Total 071478					**$667.54**
EFT000000015242	2021-05-18		ABELL PEST CONTROL INC.		
		A3322642		Pest Control	$72.85
Total EFT000000015242					**$72.85**
EFT000000015245	2021-05-18		BATTLEFIELD EQUIPMENT RENTALS		
		24245871		Paint+ Rope	$213.10
Total EFT000000015245					**$213.10**
EFT000000015247	2021-05-18		BLACK DOG TIRE & LUBRICANTS		
		47547		Tire	$1,346.63
		49591		Mount New Tire	$140.53
		49588		Service Call- Flat Repair	$160.09
Total EFT000000015247					**$1,647.25**
EFT000000015251	2021-05-18		CERTIFIED LABORATORIES		
		718947		Cut Thru Aerosol	$191.00
Total EFT000000015251					**$191.00**
EFT000000015252	2021-05-18		CINTAS		
		4083442193		Uniforms	$10.16
		4083442193		Cleaning Supplies	$32.37
		4083442187		Uniforms	$33.72
		4083442187		Cleaning Supplies	$158.04
Total EFT000000015252					**$234.29**
EFT000000015255	2021-05-18		CROSSIRON TRUCK & EQUIPMENT		
		W 3353		Exhaust Back Pressure Valve	$3,168.99
Total EFT000000015255					**$3,168.99**
EFT000000015260	2021-05-18		D.MARTIN WELDING & FABRICATING		
		10302		Weld Boat	$86.19
Total EFT000000015260					**$86.19**
EFT000000015261	2021-05-18		EARL ROSEBUSH FUELS		
		1058-163400		600.40L @.773	$537.83
Total EFT000000015261					**$537.83**
EFT000000015262	2021-05-18		EMMONS WELDING		
		267957		Cut Steel	$144.50
Total EFT000000015262					**$144.50**
EFT000000015263	2021-05-18		EVERTEMP INC		
		36108		Inspection+ Repairs	$239.54
Total EFT000000015263					**$239.54**
EFT000000015266	2021-05-18		GIN-COR INDUSTRIES INC		
		67058		Tarp	$184.58
		65639		Troubleshoot Lift Axle	$123.13
		67141		Pressure Switch	$64.48
		67204		Hyd Cylinder Lift+ Pin	$3,861.49
Total EFT000000015266					**$4,233.68**
EFT000000015267	2021-05-18		GRAND & TOY LIMITED		
		R940977		Laminating Pouches+Hand San.	$101.30
Total EFT000000015267					**$101.30**
EFT000000015270	2021-05-18		J.L. RICHARDS & ASSOCIATES LIMITED		
		97585		Professional Services	$3,739.68
Total EFT000000015270					**$3,739.68**
EFT000000015271	2021-05-18		JODY CAMPBELL'S SEPTIC SERVICE		
		21362		Portable Toilet Rental	$122.11
Total EFT000000015271					**$122.11**
EFT000000015272	2021-05-18		JOE JOHNSON EQUIPMENT INC.		
		P36843		Mirror+Door Handle + Filters	$770.48
Total EFT000000015272					**$770.48**
EFT000000015273	2021-05-18		KENT AUTOMOTIVE		
		9308429818		Flapwheels+Washers+ZipCutWheel	$950.47
Total EFT000000015273					**$950.47**
EFT000000015275	2021-05-18		LEONARD HEATING & COOLING		

		63020	Furnace Service Call	$127.20
Total EFT000000015275				**$127.20**
EFT000000015276	2021-05-18	LEONARD, ELIZABETH		
		21/04/30-40	Cleaning	$375.00
Total EFT000000015276				**$375.00**
EFT000000015277	2021-05-18	MESSER CANADA INC.		
		2103674730	Gases	$283.88
Total EFT000000015277				**$283.88**
EFT000000015281	2021-05-18	MCNICHOLS CONSTRUCTION LTD		
		21/04/23-HINCHINBROO	Hoe Ram + Excavator + Tri Axle	$16,095.89
Total EFT000000015281				**$16,095.89**
EFT000000015282	2021-05-18	MICHELIN NORTH AMERICA CANADA INC		
		DA0008161568	Tire	$638.21
		DA0008168367	Tire	$1,025.17
Total EFT000000015282				**$1,663.38**
EFT000000015283	2021-05-18	ONTARIO HOSE SPECIALTIES LIMITED		
		5232689	Hose Assembly	$99.56
Total EFT000000015283				**$99.56**
EFT000000015284	2021-05-18	PRINCESS AUTO		
		1851384	Fuel Hose + Gorilla Tape	$101.00
Total EFT000000015284				**$101.00**
EFT000000015286	2021-05-18	R&D NELSON GENERAL MAINTENANCE		
		21/04-GBPK	21/03+21/04 Gen. Maintenance	$119.06
		21/04-GBPK	21/03+21/04 Gen. Maintenance	$274.75
		21/04-GBPK	21/03+21/04 Gen. Maintenance	$43.34
		21/04-GBPK	21/03+21/04 Gen. Maintenance	$43.34
		21/04-GBPK	21/03+21/04 Gen. Maintenance	$651.26
		21/04-GBPK	21/03+21/04 Gen. Maintenance	$21.44
Total EFT000000015286				**$1,153.19**
EFT000000015291	2021-05-18	STRONGCO EQUIPMENT		
		92015604	Freight	$61.06
Total EFT000000015291				**$61.06**
EFT000000015294	2021-05-18	SWISH MAINTENANCE LIMITED		
		K651743	Cleaning Supplies	$532.31
Total EFT000000015294				**$532.31**
EFT000000015295	2021-05-18	RUSH TRUCK CENTRES		
		370212KI	Switch	$34.76
		368460KI	Wiper Motor	$513.82
Total EFT000000015295				**$548.58**
EFT000000015296	2021-05-18	TOROMONT INDUSTRIES LTD.		
		PS40681999	Washer	$6.92
		PS040682000	Pad Assembly	$954.37
Total EFT000000015296				**$961.29**
EFT000000015298	2021-05-18	TOWN AND COUNTRY AUTO SUPPLY		
		6083-643667	Double Flaring Tool	$37.03
		6083-644057	Oil Filter	$9.26
		6083-644061	Rags	$36.25
		6083-644063	Rags+ Filters + Glass Cleaner	$183.16
		6083-644462	Coil + Iridium	$125.81
		6083-644705	4X Gloves	$117.84
Total EFT000000015298				**$509.35**
EFT000000015300	2021-05-18	TROUSDALE'S HOME HARDWARE		
		235444	2X Rakes	$69.18
		307397	Wood Filler	$6.10
		307398	Wood Putty	$6.10
		408804	Drill Bit	$44.76
		235592	Shovel	$13.22
		235592	Tow Hitch Ball+ Lumber	$95.38
		235588	Drain Pipe	$101.75
Total EFT000000015300				**$336.49**
EFT000000015302	2021-05-18	UNIVERSAL SUPPLY GROUP		
		173-307003	Axle	$495.16
		173-308823	Bearing Kit+ Oil Seal	$92.36
		173-309055	Coil Kit	$36.34
		173-309194	Back Up Alarm + 2X Pig Tail	$51.79
		173-309196	DEF	$192.33
		173-309237	Bearing Kit + Oil Seal	$38.68
Total EFT000000015302				**$906.66**
EFT000000015303	2021-05-18	VERONA HARDWARE LIMITED		
		102019431	Bailer Plug	$7.09
Total EFT000000015303				**$7.09**
EFT000000015315	2021-06-08	ABELL PEST CONTROL INC.		
		A3379068	Pest Control	$72.85
Total EFT000000015315				**$72.85**
EFT000000015320	2021-06-08	ASSELSTINE HARDWARE		
		8085	Twine	$20.34
Total EFT000000015320				**$20.34**
EFT000000015321	2021-06-08	BATTLEFIELD EQUIPMENT RENTALS		
		24248346	Roller Rental	$4,450.17
		24248197	Dozer Rental	$8,092.17
Total EFT000000015321				**$12,542.34**
EFT000000015323	2021-06-08	BLACK DOG TIRE & LUBRICANTS		
		49939	2X Tires	$2,251.46
Total EFT000000015323				**$2,251.46**
EFT000000015330	2021-06-08	CDW CANADA INC		
		D015603	Wifi Range Extender	$91.40
Total EFT000000015330				**$91.40**
EFT000000015332	2021-06-08	CINTAS		
		4084077797	Uniform	$33.72
		4084077797	Cleaning Supplies	$158.13

		4084077833	Uniform	$10.16
		4084077833	Cleaning Supplies	$32.37
Total EFT000000015332				**$234.38**
EFT000000015345	2021-06-08	DEDICATED ENVIRONMENTAL SERVICES INC		
		4701	Install Silt Fence	$3,246.14
Total EFT000000015345				**$3,246.14**
EFT000000015347	2021-06-08	DPH SERVICE STATION MAINTENANCE		
		2215	Installed Hoses on Fuel Truck	$314.44
Total EFT000000015347				**$314.44**
EFT000000015348	2021-06-08	EMMONS WELDING		
		267986	Shop Steel	$412.13
Total EFT000000015348				**$412.13**
EFT000000015349	2021-06-08	ENVIRONMENTALL CONTRACTING SERV		
		12052021-58	Asbestos Caulking-Garage Doors	$615.17
Total EFT000000015349				**$615.17**
EFT000000015353	2021-06-08	JEWELL ENGINEERING INC.		
		113923	Intersection Design	$9,254.56
Total EFT000000015353				**$9,254.56**
EFT000000015354	2021-06-08	GIN-COR INDUSTRIES INC		
		67227	Hyd Quick Disconnect Body	$196.34
		67246	Hoist	$3,861.85
		67228	Hyd Quick Disconnect	$294.53
Total EFT000000015354				**$4,352.72**
EFT000000015355	2021-06-08	GREER GALLOWAY CONSULTING ENGINEERS		
		24493	Engineering Services	$354.84
		24493	Engineering Services	$172.99
Total EFT000000015355				**$527.83**
EFT000000015358	2021-06-08	HARTINGTON EQUIPMENT LIMITED		
		IV66132	Kubota Parts	$413.76
Total EFT000000015358				**$413.76**
EFT000000015360	2021-06-08	JODY CAMPBELL'S SEPTIC SERVICE		
		21414	Portable Toilet Rental	$122.11
		21617	Portable Toilet Rental	$122.11
Total EFT000000015360				**$244.22**
EFT000000015361	2021-06-08	JOE JOHNSON EQUIPMENT INC.		
		P36867	Window Hatch	$49.93
Total EFT000000015361				**$49.93**
EFT000000015363	2021-06-08	KINGSTON DODGE CHRYSLER LTD		
		712230	Foam	$271.70
Total EFT000000015363				**$271.70**
EFT000000015365	2021-06-08	MESSER CANADA INC.		
		2103766201	Heating Tube	$173.56
		2103789205	Gases	$283.88
Total EFT000000015365				**$457.44**
EFT000000015366	2021-06-08	LYNN BROTHERS CONSTRUCTION		
		568	Excavator+ Tandem	$7,606.56
Total EFT000000015366				**$7,606.56**
EFT000000015369	2021-06-08	WILL MCILROY ASPHALT		
		168051	Flagging	$1,882.56
		168052	Flagging	$1,958.88
Total EFT000000015369				**$3,841.44**
EFT000000015370	2021-06-08	MCNICHOLS CONSTRUCTION LTD		
		21/05/07-HINCHIN	Excavator+Truck+Hoe Ram Rental	$22,804.42
		21/05/20-HINCHIN	Excavator+Truck+Hoe Ram+Hi Hoe	$19,660.03
Total EFT000000015370				**$42,464.45**
EFT000000015371	2021-06-08	MICHELIN NORTH AMERICA CANADA INC		
		DA0008197578	Tire	$638.21
Total EFT000000015371				**$638.21**
EFT000000015373	2021-06-08	BRANDT		
		5005076	Service + Repairs	$3,110.55
Total EFT000000015373				**$3,110.55**
EFT000000015375	2021-06-08	PETRIE FORD		
		301801	Relay Valve	$155.48
Total EFT000000015375				**$155.48**
EFT000000015376	2021-06-08	PLEASANT VIEW		
		12475	Tri-Axle Rental	$6,141.23
Total EFT000000015376				**$6,141.23**
EFT000000015380	2021-06-08	PUROLATOR INC.		
		447567880	Shipping from Joe Johnson	$35.94
Total EFT000000015380				**$35.94**
EFT000000015386	2021-06-08	STRONGCO EQUIPMENT		
		92019976	Pin	$153.96
Total EFT000000015386				**$153.96**
EFT000000015387	2021-06-08	SURGENOR TRUCK CENTRE		
		388110	Engine Fan Drive Assy	$4,877.25
Total EFT000000015387				**$4,877.25**
EFT000000015388	2021-06-08	RUSH TRUCK CENTRES		
		370494KI	Tufftex + Arms + Adapter Plate	$781.05
		370605KI	Filters + Delo	$290.14
		370607KI	Glad Seal	$1.95
		370672KI	Assorted Parts	$328.05
Total EFT000000015388				**$1,401.19**
EFT000000015389	2021-06-08	TOWN AND COUNTRY AUTO SUPPLY		
		6083-646445	Flexilla Reusable End	$24.32
		6083-646686	Battery	$181.53
		6083-646996	Oil	$109.03
		6083-647025	Lube	$10.72
Total EFT000000015389				**$325.60**
EFT000000015392	2021-06-08	TROUSDALE'S HOME HARDWARE		

		235793		Plumbing Parts	$101.75
Total EFT000000015392					**$101.75**
EFT000000015393	2021-06-08		TROY LIFE & FIRE SAFETY LTD.		
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
Total EFT000000015393					**$495.84**
EFT000000015396	2021-06-08		UNIVERSAL SUPPLY GROUP		
		173-310665		Parts	$97.66
		173-310838		4X Bearing Kits + 4X Oil Seal	$74.41
		173-311158		AC Recovery System	$1,772.34
		173-311265		Flipper Valve + Tubing	$72.74
		173-311935		U Joint Assembly	$219.73
		173-311944		Hose Parts	$291.52
		173-312046		Grease Gun	$84.40
		173-312565		Lube + Clamps + Filter	$423.37
Total EFT000000015396					**$3,036.17**
EFT000000015398	2021-06-08		VERONA HARDWARE LIMITED		
		101062616		Tire Protectant	$43.31
Total EFT000000015398					**$43.31**
Total					**$171,786.29**

3210 Brushing

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015245	2021-05-18		BATTLEFIELD EQUIPMENT RENTALS		
		24247788		Shaft/Gear Kit	$291.30
Total EFT000000015245					**$291.30**
Total Brushing					**$291.30**

3215 Drainage

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015241	2021-05-18		BOULTON SEPTIC/LARMON'S		
		34346		Flagging	$2,055.55
Total EFT000000015241					**$2,055.55**
EFT000000015319	2021-06-08		ARMTEC CANADA CULVERT		
		6-240796		Culverts + Couplers	$15,942.09
		6-240796		Culverts + Couplers	$15,942.08
Total EFT000000015319					**$31,884.17**
EFT000000015350	2021-06-08		HUBB CAP		
		1024421		Culverts + Couplers	$15,784.56
		1024421		Culverts + Couplers	$15,784.56
Total EFT000000015350					**$31,569.12**
Total Drainage					**$65,508.84**

3310 Hardtop Patching

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015334	2021-06-08		COCO PAVING INC		
		575323		HL2 58-28	$116.45
Total EFT000000015334					**$116.45**
EFT000000015394	2021-06-08		TW PATCHING		
		53762		Patching	$6,800.11
		53763		Patching	$7,212.24
Total EFT000000015394					**$14,012.35**
Total Hardtop Patching					**$14,128.80**

3415 dust layer

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015372	2021-06-08		MORRIS CHEMICALS INCORPORATED		
		INV0082618		Calcium Chloride	$5,585.75
		INV0082654		Calcium Chloride	$2,894.26
		INV0082653		Calcium Chloride	$2,988.87
		INV0082659		Calcium Chloride	$2,911.46
		INV0082660		Calcium Chloride	$5,365.50
Total EFT000000015372					**$19,745.84**
Total dust layer					**$19,745.84**

3425 Gradng & Grvl resurf

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015293	2021-05-18		SWEET'S SAND & GRAVEL		
		S-0068664		Gravel	$3,772.81
		S-0068699		Gravel	$2,150.83
		S-0068774		Gravel	$3,055.41
		S-0068661		Gravel	$3,561.72
Total EFT000000015293					**$12,540.77**
EFT000000015307	2021-05-18		WHITE'S WEARPARTS LTD		
		134869		20X Grader Blades	$2,848.26
		134872		15X Grader Blades + 15X Edges	$3,975.82
Total EFT000000015307					**$6,824.08**
Total Gradng & Grvl resurf					**$19,364.85**

3515 Stock Snd&Slt

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015269	2021-05-18		HARTINGTON EQUIPMENT LIMITED		
		WO23541		Fuel for Rental	$111.73
Total EFT000000015269					**$111.73**
Total Stock Snd&Slt					**$111.73**

3535 Surface Fldng

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015336	2021-06-08		COMPTON PROPANE SOLUTIONS		
		33746		100lb Propane	$441.28
Total EFT000000015336					**$441.28**
Total Surface Fldng					**$441.28**

3601 Barricds & Sfty Matls

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015245	2021-05-18		BATTLEFIELD EQUIPMENT RENTALS		
		24245871		First Aid Kits	$114.10
Total EFT000000015245					**$114.10**
EFT000000015254	2021-05-18		COLLINS SAFETY INC.		
		258963		Glasses	$43.85
Total EFT000000015254					**$43.85**
EFT000000015335	2021-06-08		COLLINS SAFETY INC.		
		259312		13X Hard Hats + Lens Tissues	$474.51
Total EFT000000015335					**$474.51**
Total Barricds & Sfty Matls					**$632.46**

3615 Street signs

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015290	2021-05-18		SIGNS PLUS		
		3252		Civic Blade + 6X Street Signs	$189.99
Total EFT000000015290					**$189.99**
Total Street signs					**$189.99**

3625 RR cross mnt

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015326	2021-06-08		CANADIAN PACIFIC RAILWAY		
		11130918		21/05 Flasher Contract	$888.00
Total EFT000000015326					**$888.00**
Total RR cross mnt					**$888.00**

3630 Gd ps/rl mnt

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015241	2021-05-18		BOULTON SEPTIC/LARMON'S		
		34345		Flagging	$1,210.94
Total EFT000000015241					**$1,210.94**
Total Gd ps/rl mnt					**$1,210.94**

3650 Street Lights

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015383	2021-06-08		R.W. ELECTRIC		
		39406		21/04 Streetlight Repair	$1,390.04
Total EFT000000015383					**$1,390.04**
Total Street Lights					**$1,390.04**

Total Trans **$298,777.79**

40 Env

4110 Water Treat

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015333	2021-06-08		CITY OF KINGSTON		
		14268		Q1 Meter Reading	$474.49
		14267		Q1 Operation + Maintenance	$53,828.61
Total EFT000000015333					**$54,303.10**
Total Water Treat					**$54,303.10**

5000 SW mgmt

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015359	2021-06-08		INDEPENDENT TELEPHONE SERVICES		
		45754		Phone Set Up	$585.06
Total EFT000000015359					**$585.06**
Total SW mgmt					**$585.06**

5105 Garb coll

Cheque	Date	Inv #	Vendor	Description	Amount
071459	2021-05-28		SNIDER, THE ESTATE OF PERCY		
		21/05 COLLECTION		21/05 Collection	$9,990.49

		21/05 COLLECTION		21/05 Collection	$22,938.40
		21/05 COLLECTION		21/05 Collection	$9,179.60
		21/05 FUEL ADJ.		21/05 Fuel Adj.	$123.90
		21/05 FUEL ADJ.		21/05 Fuel Adj.	$284.47
		21/05 FUEL ADJ.		21/05 Fuel Adj.	$113.84
Total 071459					**$42,630.70**
EFT000000015280	2021-05-18		MADDOCKS ENGINEERING		
		23188		7X TyeDee Bins	$11,401.06
Total EFT000000015280					**$11,401.06**
EFT000000015300	2021-05-18		TROUSDALE'S HOME HARDWARE		
		235472		Screws+ Lumber for Tydee Bins	$106.80
Total EFT000000015300					**$106.80**
EFT000000015361	2021-06-08		JOE JOHNSON EQUIPMENT INC.		
		P36994		Switches + Harness	$642.67
Total EFT000000015361					**$642.67**
EFT000000015388	2021-06-08		RUSH TRUCK CENTRES		
		445956		Gasket+Filters + Trans Fluid	$755.21
Total EFT000000015388					**$755.21**
Total Garb coll					**$55,536.44**

5110 Gab disp

Cheque	Date	Inv #	Vendor	Description	Amount
071450	2021-05-18		SNIDER, THE ESTATE OF PERCY		
		21/04-15		21/04 Bin Rental	$76.32
		21/04-16		21/04 Bin Rental	$152.64
		21/04/16-09		Portland Dump/Waste	$356.16
		21/04/29-18		Portland Dump/Dozer	$1,465.34
		21/04/29-19		Portland Dump/Waste	$1,246.56
Total 071450					**$3,297.02**
EFT000000015242	2021-05-18		ABELL PEST CONTROL INC.		
		4065919		21/04 Pest Control	$58.81
		4065919		21/04 Pest Control	$58.81
		4065919		21/04 Pest Control	$58.81
Total EFT000000015242					**$176.43**
EFT000000015271	2021-05-18		JODY CAMPBELL'S SEPTIC SERVICE		
		21231		Portable Toilet Rental	$117.02
		21232		Portable Toilet Rental	$117.02
		21367		Portable Toilet Rental	$117.02
		21368		Portable Toilet Rental	$117.02
		21369		Portable Toilet Rental	$117.02
Total EFT000000015271					**$585.10**
EFT000000015300	2021-05-18		TROUSDALE'S HOME HARDWARE		
		235544		Duct Tape	$20.34
Total EFT000000015300					**$20.34**
EFT000000015304	2021-05-18		WASTE MANAGEMENT OF CANADA CORP		
		30704-0639-6		ICI Waste	$2,947.80
		30704-0639-6		ICI Waste	$2,165.35
		30704-0639-6		ICI Waste	$928.57
Total EFT000000015304					**$6,041.72**
EFT000000015306	2021-05-18		WHALEY, GEORGE		
		812388		21/04 Landfill Maintenace	$6,410.88
Total EFT000000015306					**$6,410.88**
EFT000000015312	2021-05-28		WHALEY, GEORGE		
		21/05 DISPOSAL		21/05 Disposal	$1,935.80
Total EFT000000015312					**$1,935.80**
EFT000000015315	2021-06-08		ABELL PEST CONTROL INC.		
		A3451354		21/06 Pest Control	$111.21
Total EFT000000015315					**$111.21**
EFT000000015399	2021-06-08		WASTE MANAGEMENT OF CANADA CORP		
		30727-0639-7		ICI Waste	$2,843.40
		30727-0639-7		ICI Waste	$2,240.91
		30727-0639-7		ICI Waste	$881.83
Total EFT000000015399					**$5,966.14**
Total Gab disp					**$24,544.64**

5200 Recyc

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015378	2021-06-08		PRINTFUSION INC.		
		115045		12,000 X Recycling Schedules	$1,218.77
Total EFT000000015378					**$1,218.77**
Total Recyc					**$1,218.77**

5205 Recyc Coll

Cheque	Date	Inv #	Vendor	Description	Amount
071459	2021-05-28		SNIDER, THE ESTATE OF PERCY		
		21/05 COLLECTION		21/05 Collection	$13,112.20
		21/05 COLLECTION		21/05 Collection	$22,938.40
		21/05 COLLECTION		21/05 Collection	$20,060.50
		21/05 FUEL ADJ.		21/05 Fuel Adj.	$162.61
		21/05 FUEL ADJ.		21/05 Fuel Adj.	$284.47
		21/05 FUEL ADJ.		21/05 Fuel Adj.	$248.78
Total 071459					**$56,806.96**
Total Recyc Coll					**$56,806.96**

5210 Rec Disp/Prc

Cheque	Date	Inv #	Vendor	Description	Amount

071450	2021-05-18		SNIDER, THE ESTATE OF PERCY		
		21/04/29-17		Dump Cardboard	$193.34
Total 071450					**$193.34**
EFT000000015333	2021-06-08		CITY OF KINGSTON		
		16359		Q1 Solid Waste Billing	-$37,918.50
		16359		Q1 Solid Waste Billing	$61,845.80
		16359		Q1 Solid Waste Billing	$850.00
		16359		Q1 Solid Waste Billing	$7,551.22
Total EFT000000015333					**$32,328.52**
Total Rec Disp/Prc					**$32,521.86**

5305 HHW

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015248	2021-05-18		BRENDAR ENVIRONMENTAL INC.		
		20210097		21/04 HHW	$5,367.91
Total EFT000000015248					**$5,367.91**
Total HHW					**$5,367.91**
Total Env					**$230,884.74**

70 Cem

7000 Health

Cheque	Date	Inv #	Vendor	Description	Amount
071450	2021-05-18		SNIDER, THE ESTATE OF PERCY		
		21/04/26-13		Grass Cutting	$107.87
Total 071450					**$107.87**
EFT000000015310	2021-05-28		D G YOUNGE CONCRETE BURIAL VAULTS		
		21/05 SERVICES		21/05 Cemetery Services	$875.14
Total EFT000000015310					**$875.14**
EFT000000015346	2021-06-08		D G YOUNGE CONCRETE BURIAL VAULTS		
		3090		21/03 Cemetery Services	$1,755.36
		3090		21/03 Cemetery Services	$1,399.20
		3090		21/03 Cemetery Services	$585.12
		3113		Cemetery Services	$432.48
		3114		21/04 Cemetery Services	$178.08
		3114		21/04 Cemetery Services	$1,043.04
		3114		21/04 Cemetery Services	$152.64
Total EFT000000015346					**$5,545.92**
Total Health					**$6,528.93**
Total Cem					**$6,528.93**

80 Rec

8000 Rec

Cheque	Date	Inv #	Vendor	Description	Amount
071445	2021-05-18		BEST SAFETY TRAINING & CONSULTING		
		2894		H&S Training	$814.08
Total 071445					**$814.08**
071450	2021-05-18		SNIDER, THE ESTATE OF PERCY		
		21/04/27-10		Sweeping	$213.70
Total 071450					**$213.70**
071451	2021-05-18		THINC DESIGN		
		20020-02		Master Plan Draw #2	$6,751.78
Total 071451					**$6,751.78**
071462	2021-06-02		ROYAL LEPAGE PROALLIANCE REALTY BROKERAGE		
		JUEN 2/21		DEPOSIT	$5,000.00
Total 071462					**$5,000.00**
EFT000000015260	2021-05-18		D.MARTIN WELDING & FABRICATING		
		10302		Fabricate Bar for Dock	$86.19
Total EFT000000015260					**$86.19**
EFT000000015263	2021-05-18		EVERTEMP INC		
		36108		Inspection+ Repairs	$239.54
		36108		Inspection+ Repairs	$239.54
Total EFT000000015263					**$479.08**
EFT000000015265	2021-05-18		THE FRONTENAC NEWS		
		74757		Activity Guide	$8,140.80
Total EFT000000015265					**$8,140.80**
EFT000000015268	2021-05-18		HAMBLY GROUP		
		21 033		Site Inspection	$457.92
Total EFT000000015268					**$457.92**
EFT000000015286	2021-05-18		R&D NELSON GENERAL MAINTENANCE		
		21/04-GBPK		21/03+21/04 Gen. Maintenance	$119.06
		21/04-GBPK		21/03+21/04 Gen. Maintenance	$43.35
		21/04-LIB		21/03+21/04 Gen. Maintenance	$1,611.88
		21/04-LIB		21/03+21/04 Gen. Maintenance	$157.76
Total EFT000000015286					**$1,932.05**
EFT000000015305	2021-05-18		WEMP & SMITH CONSTRUCTION LTD.		
		5080		Payment #3	$20,469.36
Total EFT000000015305					**$20,469.36**
EFT000000015309	2021-05-28		LEONARD, ELIZABETH		
		21/05 MAINTENANCE		21/05 Maintenance	$142.50
Total EFT000000015309					**$142.50**
EFT000000015383	2021-06-08		R.W. ELECTRIC		
		39431		Field Irrigation Repair	$2,311.22
Total EFT000000015383					**$2,311.22**

EFT000000015384	2021-06-08		SELECT DOOR AND FRAME		
		SI005429		Door Lever	$62.38
Total EFT000000015384					**$62.38**
EFT000000015392	2021-06-08		TROUSDALE'S HOME HARDWARE		
		113149		Plumbing Parts	$26.53
Total EFT000000015392					**$26.53**
EFT000000015393	2021-06-08		TROY LIFE & FIRE SAFETY LTD.		
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.63
		1000394956		Extinguisher Maintenance	$82.63
		1000394956		Extinguisher Maintenance	$82.64
		1000394956		Extinguisher Maintenance	$82.64
Total EFT000000015393					**$661.10**
EFT000000015401	2021-06-08		XCG CONSULTANTS LTD.		
		57662		Drinking Water Sampling	$127.67
		57662		Drinking Water Sampling	$127.67
		57662		Drinking Water Sampling	$141.76
		57662		Drinking Water Sampling	$127.67
Total EFT000000015401					**$524.77**
Total Rec					**$48,073.46**

8245 BCHC

Cheque	Date	Inv #	Vendor	Description	Amount
071486	2021-06-08		TYENDINAGA PROPANE		
		2021 TANK RENTAL		Propane Tank Rental	$66.14
Total 071486					**$66.14**
Total BCHC					**$66.14**

8405 Ver&Dis Hist

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015368	2021-06-08		MCDOUGALL, JOHN		
		21/04/30-BILLS		BL#17 KAM Membership	$45.79
		21/04/30-BILLS		BL#26 Linseed Oil	$43.83
		21/04/30-BILLS		BL#18 File Folders+Box	$27.98
		21/04/30-BILLS		BL#18 Postage	$18.73
Total EFT000000015368					**$136.33**
EFT000000015392	2021-06-08		TROUSDALE'S HOME HARDWARE		
		92640		BL#26 Corner Plate	$13.73
		92639		BL#26 4X Corner Plates +Screws	$98.50
Total EFT000000015392					**$112.23**
Total Ver&Dis Hist					**$248.56**
Total Rec					**$48,388.16**

90 Plan

9000 Plan

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015249	2021-05-18		BUSINESS INTERIORS(ONTARIO)INC		
		2021-3623		Desk	$488.30
Total EFT000000015249					**$488.30**
EFT000000015259	2021-05-18		DILLON CONSULTING		
		236273		Official Plan	$2,308.87
Total EFT000000015259					**$2,308.87**
EFT000000015374	2021-06-08		ORMSBEE'S MERCANTILE		
		21/05/11-33		Desert Tray	$35.00
Total EFT000000015374					**$35.00**
EFT000000015391	2021-06-08		TROUSDALE'S FOODLAND		
		2364		Coffee+ Sugar+ Cream	$45.26
Total EFT000000015391					**$45.26**
Total Plan					**$2,877.43**

9800 Dev Serv

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015250	2021-05-18		CAMBIUM INC.		
		2020-32752		Prep of RMO Report	$610.56
Total EFT000000015250					**$610.56**
Total Dev Serv					**$610.56**
Total Plan					**$3,487.99**

99

9999

Cheque	Date	Inv #	Vendor	Description	Amount
EFT000000015288	2021-05-18		ROSEN ENERGY GROUP		
		652764		F 2165.10L GAS @.9730	$2,338.47
		652765		F 5717.7L CLR @.8680	$5,674.62
		652766		F 2523.8L MKD @.7350	$2,163.20
		652767		P 1845.2L CLR @.8680	$1,831.29
		652768		P 691.7L MKD @.7350	$592.87
		652770		B 449.1L GAS @.9730	$485.07
		652771		B 1842.6L CLR @.8680	$1,828.72

		652772	B 613.0L MKD @.7350	$525.41
Total EFT000000015288				**$15,439.65**
EFT000000015308	2021-05-18		W.O. STINSON & SON LTD.	
		8375690	F 738.50L GAS @.9460	$777.34
		8375688	F 539.3L GAS @.974	$583.02
		8375695	B 482.6L GAS @.974	$521.72
		8375696	B 834.60L CLR @.851	$813.87
		8375698	B 150.0L MKD @.708	$124.45
		8375702	B 1014.00L CLR @.851	$988.80
Total EFT000000015308				**$3,809.20**
EFT000000015333	2021-06-08		CITY OF KINGSTON	
		16339	Damage at KARC	$1,614.22
Total EFT000000015333				**$1,614.22**
EFT000000015400	2021-06-08		W.O. STINSON & SON LTD.	
		8375703	SUN 1450.00L CLR @.8470	$1,408.09
		8380476	F 1611.1L CLR @.8420	$1,556.34
		8380603	F 1100.00L MDK @.7040	$908.15
		8385110	F 1296.80L GAS @.9560	$1,378.22
		8385111	F 1511.30L CLR @.8540	$1,478.38
		8385114	B 800.00 L CLR @.8540	$782.58
		8385115	B 700.00 MKD @.7110	$582.89
		8385116	P 1229.00L CLR @.8640	$1,214.73
		8385117	P 1285.70L MKD @.7110	$1,070.61
		8390246	P 500.00L GAS@.9440	$525.29
		8390247	F 1000.60L CLR @.8450	$969.64
		8390248	F 950.20L MKD @.7020	$782.53
		8392042	F 1264.40L GAS @.9610	$1,350.21
		8392043	F 1168.40L CLR @.8550	$1,144.14
		8392044	F 1057.80L MKD @.7120	$881.90
		8393587	B 800.00L CLR @.8550	$783.39
		8393588	B 750.00L MKD @.7120	$625.29
		8393589	P 573.00L CLR @.8550	$561.10
		8399613	B 600.00L CLR @.8480	$583.27
		8399614	B 650.00L MKD @.7050	$537.29
Total EFT000000015400				**$19,124.04**
Total				**$39,987.11**
Total				**$39,987.11**
Total				**$2,413,531.09**

REPORT TO COUNCIL

RECREATION DEPARTMENT

AGENDA DATE: June 15, 2021

SUBJECT: 27th Annual Battersea Pumpkin Festival

RECOMMENDATION:

This report is for information only.

BACKGROUND:

As one of the longest standing events in South Frontenac, the Battersea Pumpkin Festival has rooted itself as a tradition in the community and as a significant contributor for cultural celebration. The Festival offers affordable family fun and draws visitors from South Frontenac and the surrounding region. In an average year (pre COVID-19) with ideal weather, the Pumpkin Festival sees attendance of 2000 people.

Festival goals include providing an opportunity for community development, connection, and social cohesion; connecting consumers with local vendors and encouraging positive economic development; and to celebrate the harvest and the rural traditions of the community. In 2020, the Pumpkin Festival adapted its delivery model in response to the COVID-19 pandemic. Through the resourcefulness of the event coordinators, the four-week virtual event hosted on the Festival's Facebook group was able to garner a total reach of over 28,200 views on over 30 unique content posts.

With coordination support from South Frontenac Township staff, the Battersea Pumpkin Festival is well positioned to continue the success of the event and provide an opportunity to reconnect residents to their communities. The event directly aligns with South Frontenac's 2019 – 2022 Strategic Plan, specifically the priority to "be a catalyst for the creation of vibrant, complete communities".

DISCUSSION/ANALYSIS:

Lead by Amanda Pantrey, Festival Chair and the Township's Program, Events & Education Coordinator, the organizing committee is adapting the 2021 Pumpkin Festival once again to meet public health measures in place due to COVID-19.

Event planners are coordinating a hybrid event taking place October 2nd, 2021, and will feature the following in-person and virtual components:

- A walk-though festival at the Battersea Ball Field featuring passive event elements. This will include a vendor market with stalls for 40 local businesses and associations, live local music, giant pumpkin carving display/ guess the weight contest, photo/ selfie booths, an animal exhibit, and a Frontenac Society of Model Engineer education display/ demonstration.

- At the exit point of the festival, families will receive a take home kit featuring the traditional interactive elements of the festival (i.e. cookies to decorate, a pumpkin to carve, kids crafts, etc.).

- Families will be required to purchase tickets beforehand. Tickets will be available at local businesses; there will be a limited amount available. The amount of tickets available will be established closer to the event and will comply with provincial public safety measures at the time of the event. The tickets will specify a one-hour admission timeslot to avoid overcrowding and to

ensure adherence to capacity limits. Admission and exit booth volunteers will ensure capacity limits are controlled.

- The Festival Committee is developing a dedicated website and will post content leading up to, during, and directly after the event. Content will focus on the traditional family entertainment elements that cannot take place onsite, and promotion of vendors and local businesses.

All components will comply with public health measures and have a safety plan in place. In the event that in-person gatherings are impossible, a contingency plan outlines a shift to an entirely a virtual delivery model. Event planners have an open dialogue established with KFL&A Public Health regarding the Pumpkin Festival and other local festival and events.

FINANCIAL/STAFFING IMPLICATIONS:

- In-kind use of Battersea Ball Park from October 1st – 2nd, 2021 (value of $226.00)
- In-kind usage of necessary equipment as available (road signs, blockades, etc.)

ATTACHMENTS:

None

Prepared by:

Amanda Pantrey
Program, Events & Education Coordinator

Submitted/approved by:

Tim Laprade
Manager of Recreation and Frontenac Community Arena

Approved by:

Neil Carbone
Chief Administrative Officer

REPORT TO COUNCIL

TREASURY DEPARTMENT

AGENDA DATE: June 15th, 2021

SUBJECT: 2021 New Funding

RECOMMENDATION:

This report is for information only.

ANALYSIS/DISCUSSION:

Below is a listing of new funding dollars received to date in 2021 along with a description of the purpose of funding and next steps.

Safe Restart

In January and March of 2021, the province announced additional allocations of $128,000 and $191,846 respectively would be provided to the Township. In total from 2020 and 2021, the Township will have received $957,246 in safe restart funding. An allocation of $548,370 was used in 2020 to cover costs such as lost revenues (penalties deferral and bank interest), staff absences, as well as equipment and materials in relation to COVID-19. The remaining allocation is being reviewed by staff and a further update will be provided to council at a later date.

MAMP

In 2020, the Township applied to the FCM Municipal Asset Management Program for funding in relation to updating our current asset management plan and software (Cartegraphe). On April 26th, 2021, we were advised that we were approved for funding in the amount of $50,000. Staff have had a meeting with the software provider to establish timelines on updating our Asset Management Software by the end fall 2021 after which staff will work on updating the current asset management plan and meeting the 2022 legislative requirements.

OCLIF

On March 29th, 2021, the province provided a final update on the Ontario Cannabis Legalization Implementation Fund. This program was announced in 2018 as an initiative over two years to help municipalities with the implementation costs of recreational cannabis legalization. The final allocation received in 2021 is $5,000. In total, the Township now has $ 42,533.30 in reserve. These funds are under review and have not been allocated to any projects.

Federal Gas Tax

In March 2021, the federal government announced it was providing a one-time top up to the Municipal Federal Gas Tax allocations for 2021. The top up is equivalent to the amount received in 2020 of $568,492. Through a Council resolution on May 18, 2021, this funding was allocated to the Battersea Road Reconstruction project.

ATTACHMENTS:

- None

Prepared by:

REPORT TO COUNCIL

TREASURY DEPARTMENT

Louise Fragnito
Director of Corporate Services & Treasurer

Submitted/approved by:

Neil Carbone
Chief Administrative Officer

June 6, 2021

To: Council and Staff of the Township of South Frontenac

From: The SAVE THE BELLROCK MILL COMMITTEE of the South Frontenac Museum Society

We were absolutely thrilled with Council's decision to purchase the Bellrock Mill and its surrounding property. It was not an easy decision to make in these busy complicated times and we deeply appreciate the vision and trust that you have exhibited in returning this beautiful place to the citizens of South Frontenac.

Turning the Mill into an historical destination will be a long-term process. Be assured that our Committee and the Museum Society have taken responsibility for working with you to protect and save what is possible of the Mill and for making the property safe for the public. This goal will be a part of our mission to celebrate the role of our Mills in the early economic life of our Township.

Thank you to Council for the deliberations that resulted in this decision.

Thank you to staff for their many hours spent in research and negotiation to make the purchase a reality.

Yours most sincerely,

John McDougall, President, South Frontenac Museum Society for the Save the Bellrock Mill Committee: John Angus, Bob Brown, Wilma Kenny, Virginia Lavin, John McDougall

FRONTENAC

County of Frontenac

2069 Battersea Rd.
Glenburnie, ON K0H 1S0

T: 613.548.9400
F: 613.548.8460

frontenaccounty.ca

May 25, 2021

CAO Carbone,

As you may be aware, Frontenac County has undertaken the creation of a Destination Development Plan. A Destination Development Plan is a 5-10 year road map that aligns government, economic development, community and tourism priorities.

The plan will address the interactions between visitors, the industry that serves them, the community that hosts them, and the environment to deliver a more sustainable and equitable year-round local economy. Ultimately, the Plan will be designed to protect and enhance the character of the destination, increase destination competitiveness and visitor spend and optimize the overall quality of life for residents.

Earlier this year, we asked for you and your Council members to complete a destination diagnostic tool, the DestinationNEXT survey. As we prepare to review the results of this survey and chart out the next steps, we are forming a steering committee of multi-sectoral perspectives. Members of the Steering Committee will help oversee the project's direction and ensure the Destination Development Plan is created with a broad base of community input and support. The time commitment is minimal, requiring four meetings over the course of the next 8-10 months, with the first meeting planned to take place in mid-June.

Steering Committee Roles:

- Provide strategic guidance on the project
- Establish priorities for goals and initiatives
- Be a champion in the region for the Plan and implementation

As the township is an important partner in community development and tourism, I am writing today to seek a representative of the organization (staff or elected official) to participate in our steering committee. Please let me know as soon as possible who the volunteer will be, along with relevant contact information.

In the meantime, updates on the Destination Plan development process will be shared regularly at engagefrontenac.ca/destinationplan

Thank you for your consideration,

Richard Allen, Manager of Economic Development
(613) 548-9400 ext. 330

TOWNSHIP OF SOUTH FRONTENAC
BY-LAW 2021-35

A BY-LAW TO CONFIRM GENERALLY ALL ACTIONS AND PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC ON JUNE 15, 2021

Whereas Section 8 of the *Municipal Act*, S.O. 2001 c. 25 and amendments thereto provides that a municipality has the capacity, rights powers and privileges of a natural person for the purpose of exercising its authority under the *Municipal Act* of any other *Act;* and;

Whereas Subsection 2 of Section 11 of the *Municipal Act* S.O. 2001, c. 25 and amendments thereto provides that a lower-tier municipality and an upper-tier municipality may pass by-laws respecting matters within the spheres of the jurisdiction described in the Table to Subsection 2,subject to certain provisions, and;

Whereas Section 5 of the *Municipal Act*, S.O 2001 c. 25 and amendments thereto provides that a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 shall be exercised by its council and by by-law unless the municipality is specifically authorized to do otherwise, and

Whereas the Council of the Township of South Frontenac deems it expedient to confirm its actions and proceedings;

NOW THEREFORE BE IT RESOLVED THAT THE COUNCIL CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC, HEREBY ENACTS AS FOLLOWS:

1. The all actions and proceedings of the Council of the Corporation of the Township of South Frontenac taken at its regular meeting held on June 15, 2021 be confirmed as actions for which the municipality has the capacity, rights, powers and privileges of a natural person.

2. That all actions and proceedings of the Council of the Corporation of the Township of South Frontenac held June 15, 2021 be confirmed as being matters within the spheres of jurisdiction described in Subsection 2 of Section 11 of the *Municipal Act*, S.O. 2001, c.25 and amendments thereto.

3. That all actions and proceedings of the Council of the Corporation of the Township of South Frontenac taken at its regular meeting held on June 15, 2021 except those taken by by-law and those required by bylaw to be done by resolution are hereby sanctioned, ratified and confirmed as though set out within and forming part of this by-law.

4. Execution by the Mayor and the Clerk of all Deeds, Instruments and other Documents necessary to give effect to any such Resolution, Motion or other action and the affixing of the Corporate Seal to any such Deed, Instruments or other Documents is hereby authorized and confirmed.

5. This By-law shall come into force and take effect on the date of its passage.

Read a first and second time this 15 day of June, 2021.

Read a third time and finally passed this 15 day of June, 2021.

THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC

_____
Ron Vandewal, Mayor

_____
Angela Maddocks, Clerk